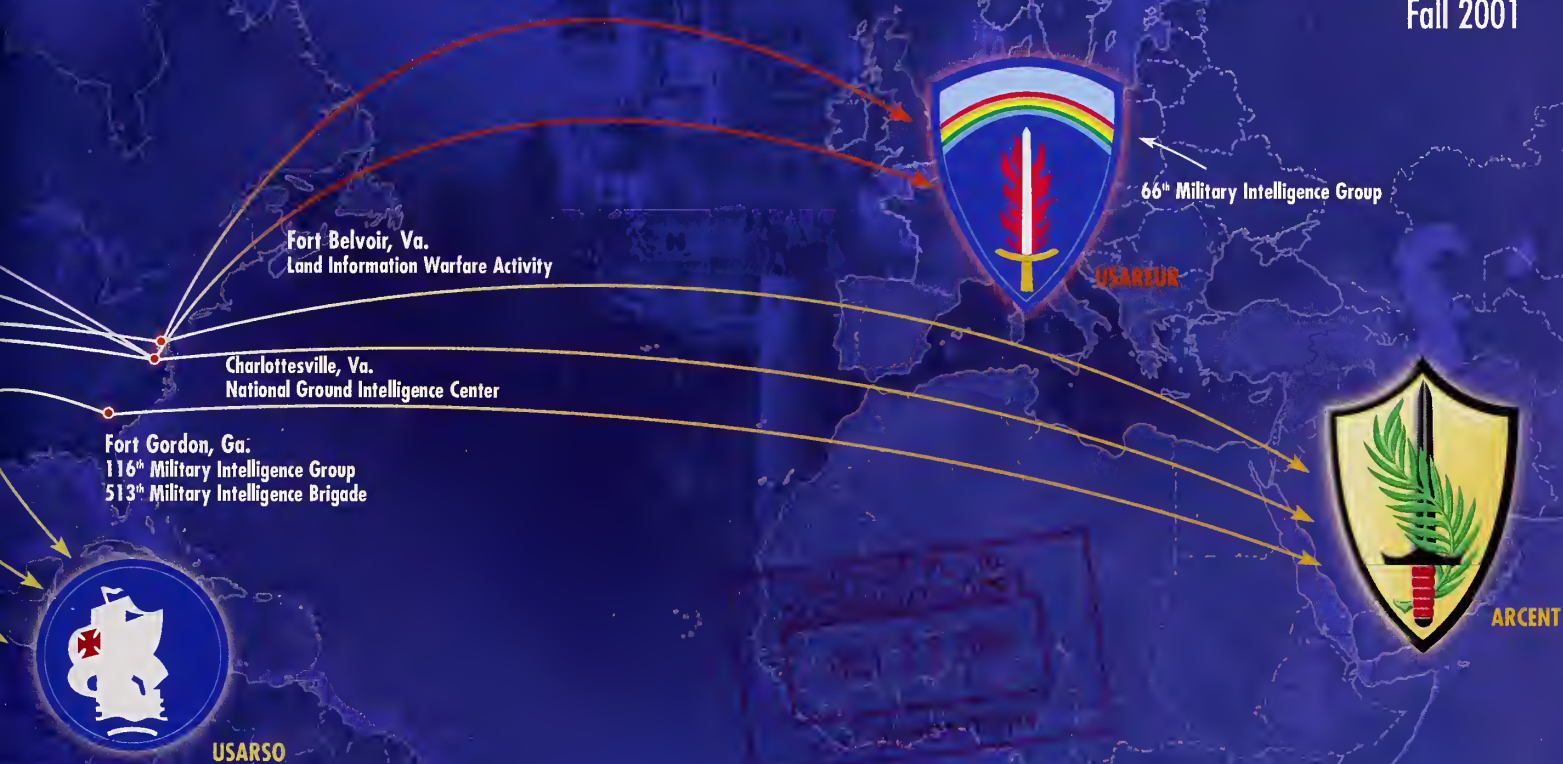


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FOR THE MILITARY INTELLIGENCE PROFESSIONAL

Fall 2001

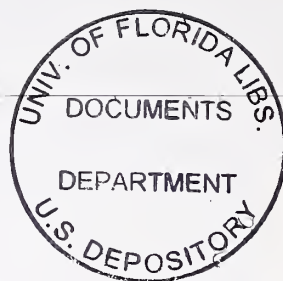


INSCOM: Global Presence Supporting the Warfighter

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Cover This issue of the INSCOM Journal highlights our units around the world and how they support the warfighters in every aspect of our National Defense. Though locations and missions are varied, the goal is always the same: helping to win our wars, protect American and Allied interests, and support our soldiers around the world.



INSCOM Commander
Brig. Gen. Keith B. Alexander

Command Sergeant Major
Terence R. McConnell

Chief of Public Affairs
Martha J. Cencki

Editor
Scott Andreae

Typography and Design
DiAnn G. Baum

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Send manuscripts, photos and correspondence to:

HQ, INSCOM
Attn: IAPE-PA, INSCOM Journal
8825 Beulah Street
Fort Belvoir, VA 22060-5246
Phone: AC (703) 706-1327 or DSN 235-1327
FAX: AC (703) 806-1164 or DSN 656-1164
E-mail: inscom.journal@inscom.army.mil
Web site: <http://www.inscom.army.mil>

Catalysts of change

As the Army's Operational Intelligence Force, INSCOM's people, readiness, systems and business processes must continue evolving to meet the future needs of the Army and the Nation

Changes in the geo-political face of the globe, combined with a rapidly changing threat, have caused our military leaders to rethink the way we conduct warfare. Other catalysts of change include technology advances, readily accessible, off-the shelf hard- and software, and the existence of mugs, thugs and wackos who would harm us.

As the Army's Operational Intelligence Force, INSCOM has been at the forefront of providing intelligence to our nation's leaders and warfighters for over two decades. But it's a whole new world with new and different challenges than we faced in the past.

As the Army transforms to meet the changing nature of warfare, INSCOM must transform from a legacy organization to fulfill the needs of Objective Force commanders. Because of the dynamic nature of the times, we must continue evolving in terms of people, readiness, systems and business processes to meet the future needs of our Army and our nation.

General Shinseki's goal for the Objective Force is an Army that can deter or defeat any and all threats. As the Army's Operational Intelligence Force, INSCOM must provide Ob-

jective Force commanders with full-spectrum, integrated intelligence support across the depth and breadth of our units and disciplines. We must employ dynamic cross cueing of our brigade and group capabilities with national resources to produce actionable, real- or near real-time indications and warning (IW) intelligence for Army Service Component Commanders and our national decision makers.

By offering "one-stop intelligence and information operations shopping," INSCOM enables Army transformation to empower the Objective Force.

However, there are many external and internal issues that must be resolved before we can accomplish this goal. INSCOM will continue to work with the Department of the Army and the Department of Defense to resolve organization, doctrine and resource issues.

Introspectively, INSCOM operations in the intelligence disciplines frequently tend to be stove piped or self-contained operations. Our major subordinate commands and directorates must reach beyond the boundary of their respective disciplines, outside their lanes. We must integrate our efforts to develop a net-



Brig. Gen. Keith B. Alexander

work of information databases, analysis links and data cross cues for the production of all-source actionable intelligence products.

I will continue to push each of you to think outside the box and to share your ideas with the INSCOM staff. We will continue to excel as the Army's Operational Intelligence Force, and with your commitment and collaboration, we will be successful in our transformation. ✱

K. B. Alexander

Command Sgt. Maj. Wright concludes 26 years of service

Military service concluded with a ceremony July 17 for the retiring command sergeant of the U.S. Army Intelligence and Security Command, Ronald D. Wright.

Wright, a veteran of two branches of the Armed Forces, completed 26 years of service, including three years at INSCOM headquarters, Fort Belvoir, Va. He entered the U.S. Army as an intelligence analyst and had postings to airborne, armored and military intelligence units in Germany and the United States.

"You are a superb leader and intelligence professional" who "walked the global terrain of INSCOM taking on the tough issues," said INSCOM commander Brig. Gen. Keith B. Alexander. Wright's tour will have "lasting positive results and be an example of professionalism, patriotism and dedication," Alexander added.

The command sergeants major of INSCOM's worldwide major subordinate commands attended the ceremony, as did Sergeant Major of the Army Jack Tilley, retired Sergeant Major of the Army Richard Kidd and Lt. Gen. Robert W. Noonan Jr., deputy chief of staff for intelligence and former INSCOM commander.

"Today marks a new beginning for the Wright family, and with this beginning comes a closing of a chapter I will cherish for the rest of my life," Wright said. "I am proud to be a soldier and will always be a soldier."

During the ceremony, Wright received the Distinguished Service Medal, a White House certificate of appreciation and a letter from Presi-



Command Sgt. Maj. Ronald D. Wright

dent George W. Bush. His wife, Jeri, the Outstanding Civilian Service Award and a certificate of appreciation from Army Chief of Staff Gen. Eric K. Shinseki.

Wright, a native of Fort Smith, Ark., enlisted in the U.S. Air Force and served from 1971 to 1975 as a parachute rigger. He entered the Army in 1979.

His many leadership positions included senior intelligence analyst, 101st Airborne Division; aide-de-camp, 2nd Armored Division (Forward); senior instructor, U.S. Army Intelligence Center and School; first sergeant, Company C, 304th Military Intelligence Battalion; and command sergeant major for the 522nd MI Brigade, 302nd MI Battalion and 205th MI Brigade

He has a bachelor's degree in psychology from Excelsior College and is a graduate of the Sergeants Major Academy and the Command Sergeants Major Course. His military education includes the Advanced Noncommissioned Officers Course, the Operations and Intelligence Course and the First Sergeants Course.

Wright's awards and decorations include the Meritorious Service Medal, the Army Commendation Medal, the Vietnam Service Medal, the Air Assault Badge and the German Marksmanship Badge. He was awarded the Order of Saint Barbara from the Field Artillery Corps and the Military Intelligence Knowlton Award and is a member of the Sergeant Morales Club and the Sergeant Audie Murphy Club. ✱

New command sergeant major, Terence R. McConnell, served worldwide tours

Command Sgt. Maj. Terence R. McConnell assumed his current position as the command sergeant major of the U.S. Army Intelligence and Security Command in July 2001. A native of Baltimore, Md., he enlisted in the Army in October 1974.

After completing basic training at Fort Ord, Calif., he attended basic Chinese Mandarin language training at the Presidio of Monterey, Calif. McConnell then completed the remainder of his advanced individual training at Goodfellow Air Force Base, Texas, where he was awarded the MOS of 98G, voice intercept operator. He received electronic warfare operator training at the Army Security Agency School, Fort Devens, Mass.

McConnell's first duty assignment was to the U.S. Army Field Station-Korea. From October 1976 to November 1978, he served with the 329th Army Security Agency Company, 2nd Infantry Division in Camp Page and Camp Casey, Korea. He then was assigned to the National Security Agency as a special research analyst until November 1980.

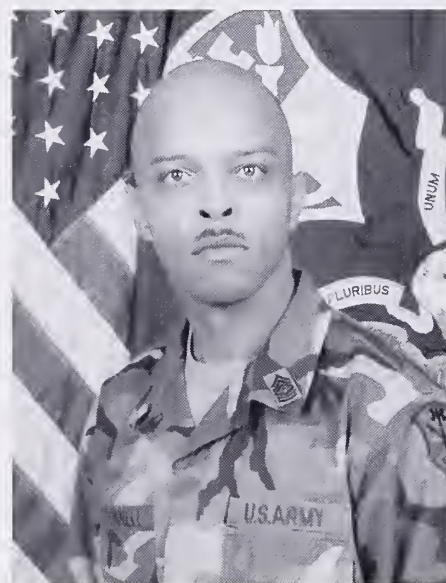
From November 1980 through November 1983, McConnell was as-

signed to the 372nd ASA Company, 25th Infantry Division, Hawaii. His next assignment was to the U.S. Army Intelligence School, Fort Devens, as an instructor and course manager. During his tenure, he earned the Intelligence School designations of senior and master instructor.

In June 1990, McConnell was assigned to the 204th MI Battalion, Augsburg, Germany, where he served as the battalion S3 operations NCO and first sergeant of Company A, which deployed to Southwest Asia in support of Operations Desert Shield and Desert Storm. From February 1994 through July 1996, he was assigned to the 513th MI Brigade, Fort Gordon, Ga., where he served as first sergeant for Company A, 201st MI Battalion, and on the brigade S3 staff.

McConnell was then assigned as the command sergeant major of the 733rd MI Battalion, Schofield Barracks, Hawaii, until June 1998. In July 1998, he became the 66th MI Group command sergeant major.

McConnell is a graduate of the Chinese Mandarin Language Basic Course, the Electronic Countermeasures Course, the Basic Instructor Training Course, the Advanced Non-



Command Sgt. Maj. Terence R. McConnell

commissioned Officers Course, the First Sergeants Course and the Sergeants Major Academy. He also attended the New Zealand Army's Intelligence Operator's Course.

His awards and decorations include the Bronze Star, the Meritorious Service Medal with three oak leaf clusters, the Army Commendation Medal with one oak leaf cluster and the Army Achievement Medal with two oak leaf clusters. ✱

Prestigious honors awarded to

The U.S. Army Intelligence and Security Command's most distinguished military and civilian employees received INSCOM's most prestigious honorary awards in a ceremony Aug. 3 during the command's Organization Day activities at Fort Belvoir, Va. The following awardees were recognized:

The Albert W. Small Award is presented to a civilian employee of the highest scope in recognition of exceptionally meritorious contributions that have directly impacted the INSCOM mission. Arnold E. Threatt Jr. of the 513th Military Intelligence Brigade received the award for leading the collection and processing efforts of the brigade's Measurement and Signature Intelligence office and serving as technical adviser and consultant for the brigade in relationships with the U.S. Army Central Command, U.S. Army Southern Command and the intelligence community.

The Col. Richard F. Judge Military-Civilian Team Improvement Award recognizes one military and one civilian employee whose collective efforts contributed significantly to the improvement of INSCOM's "one Army military/civilian team" concept. This year's awardees are Maj. William B. Hudson and John D. Henry, assigned to the assistant chief of staff for logis-

tics at INSCOM headquarters. Hudson, as officer in charge of a major command-level inspection program, singularly improved the logistical support lines of communication between INSCOM's subordinate units and the headquarters staff. Henry worked on a daily basis with senior representatives of the Department of the Army, Army Signal Command and Army Communications-Electronics Command to coordinate efforts to update an aging satellite communications system, Trojan Classic.

The Jackie Keith Action Officer Award is presented to an outstanding civilian in recognition of singularly significant performance of achievements for which the nominee is primarily responsible. In the operational category, Robert L. Munari of the 513th MI Brigade is the winner for Herculean efforts in coordinating personnel augmentation for Operation Bold Venture, enabling the task force to accomplish its complex mission.

In the support (team) category, the winners are Roland S. Venable and Karen E. Wolfe of the assistant chief of staff for personnel, INSCOM headquarters. They developed and implemented the INSCOM-wide civilian employee drug-testing program, which has become a model for other Army organizations. The Venable-Wolfe team

worked arduously to develop a concept and "sell" it to leadership.

The Virginia McDill Award is presented in honor of Virginia McDill, an extraordinary woman and a valuable adviser to the INSCOM command group who demonstrated competence in her position and dedication to duty and was a visionary long before the Army as an institution understood the need for forward thinking and implementation of new ideas. The winner is Karen O. Fechhelm, 109th MI Group, who treats everyone with dignity and respect, maintains a positive, "can-do" attitude and willingly shares her expertise and time to help others.

The Local National Employee of the Year Award is presented to an INSCOM host-nation employee who is

*Awards in ten categories
recognized achievements in
contributing to
the command mission,
teamwork and equal
opportunity, among others.*

deserving of command-wide recognition for contributions to mission support. Pauli Schmieschek of the 108th MI Group is the recipient. He excels as foreman of the maintenance

military, civilian employees

and repair section of Bad Aibling Station, shares his technical knowledge through mentoring techniques and is ever willing to accept new assignments that improve the mission and quality of life.

The Equal Employment Opportunity Award is presented to an individual who has achieved outstanding results through effective leadership, skill, imagination and innovation in extending equal employment opportunity to the employees of INSCOM. Col. Clarence D. Johnson, assistant chief of staff for logistics, is the awardee for epitomizing the standard for which all leaders should follow in promoting equality in opportunity for all. He maintains an "open-door policy," availing himself to discuss and attempt to resolve employees' individual concerns, no matter how long it takes.

The Wage Grade Award is presented to an unsung hero who is vital in the support role of the INSCOM mission. This award goes to Floyd Owens of the assistant chief of staff for logistics, INSCOM headquarters. He conducted a program to locate, identify and redistribute all excess property within the headquarters and supervised the pick up, movement and disposal of approximately 10,000 items of equipment valued at \$5.6 million. Owens played

an instrumental role in INSCOM's support for the Department of Defense Schools Partnership Program, scheduling and delivering more than 350 excess computers to local schools.

The Volunteer of the Year Award is presented to the individual military or civilian person and unit or organization that has contributed significant volunteer service within their community. The individual winner is Lisa A. McCarthy of the 115th MI Group. She leads the Headquarters and Headquarters Detachment Family Readiness Group and has volunteered more than 400 hours supporting the soldiers, civilians and family members of the HHD, 732nd MI Battalion and the Kunia Regional Security Operations Center. McCarthy also is a volunteer for the Girl Scouts and the Schofield Barracks Main Chapel.

In the unit category, Company D of the 202nd MI Battalion, 513th MI Brigade, is the honoree. The company's soldiers supported a food bank and an organization that aids needy military families during the holiday season, raised funds for runners to participate in the Army Ten-Miler and organized a flea market to support holiday activities and deployed soldiers.

The Non-Appropriated Fund Employee of the Year Award is presented to an outstanding non-appropriated

fund civilian employee (including off-duty military personnel) in recognition of consistently high quality performance. Alvin B. Doby of the 108th MI Group is the winner. He implemented the Army's Automated Recreation Tracking System that consisted of 13 points of sales systems to be configured and installed; provided valuable assistance in the design and implementation of the management information systems training facility; and maintained 100 percent accountability of the morale, welfare and recreation MIS automated data processing equipment.

The Quality/Customer Service of the Year Award is presented to the outstanding military or civilian employee in recognition of outstanding commitment and dedication to quality principles and customer service. Wallace S. Long of the assistant chief of staff for logistics is the honoree. Long makes sure INSCOM employees and visitors worldwide have a safe, healthy and comfortable work environment that allows them to perform their missions without hindrance. He works behind the scenes doing what needs to be done, providing excellent customer service with the utmost quality, regardless of the time and effort it takes to do the job. ✽

INSCOM recognizes NCO, Soldier and Linguist of the Year

Keys to success are study, practice and being a sharp soldier every day, honorees say

Knowledge of military subjects, competence in military skills and sharp appearance were recognized among the ranks of enlisted soldiers in the U.S. Army Intelligence and Security Command's selection of the Noncommissioned Officer, Soldier and Linguist of the Year.

Six regional winners in the NCO and soldier categories and the winning linguist were honored Aug. 9 at INSCOM headquarters, Fort Belvoir, Va. After a final appearance before the major command-level awards board, Sgt. Kristen Boyden of the 513th Military Intelligence Brigade was named as NCO of the Year, and Spc. Jonathan Hunt of the 116th MI Group was chosen as Soldier of the Year. Linguist of the Year honors went to Sgt. Mark Mollar of the 115th MI Group.

Other regional winners were Staff Sgt. Heidi Harapko, Pacific NCO of the Year, from the 115th MI Group; Sgt. Jerrett Cook, Pacific Soldier of the Year, from the 500th MI Group; Sgt. Troy D. Pringle, Atlantic NCO of the Year, from the 109th Military Intelligence Group; and Pfc. Stephen P. Young, Atlantic Soldier of the Year, from the 109th MI Group.

"Your dedication, devotion and willingness to step up to the plate have set the standard for others to emulate," said Command Sgt. Major Terence R. McConnell, INSCOM command sergeant major.



Noncommissioned Officer of the Year Sgt. Kristen Boyden and Soldier of the Year Spc. Jonathan Hunt receive congratulations from Command Sgt. Maj. Terence R. McConnell (left) and Brig. Gen. Keith B. Alexander. Right, Linguist of the Year Sgt. Mark Mollar receives the Army Commendation Medal from Brig. Gen. Keith B. Alexander. (Photos by T. Gardner)

Brig. Gen. Keith B. Alexander, commanding general, commended the finalists, telling them that the level of excellence of all U.S. soldiers gives the Army an edge above other armies he has observed. "It's our NCOs and enlisted folks that separate us from the other armies," he said.

Starting at the company level, successive boards selected Boyden and Hunt as winners in their categories. The Linguist of the Year is chosen through nomination packets scored by a headquarters board, with Alexander making the final decision.

Boyden and Hunt cited plenty of study time and preparation as keys to their success, while Mollar endorsed striving for excellence in everyday sol-



dier activities such as marksmanship, leadership and physical training.

"Make yourself competitive," Mollar said. "Try to go out every single day and do the best you can. Receiving the recognition (as Linguist of the Year) has been a little bit of affirmation."

Hunt said going to as many lower level boards as possible is helpful, and Boyden said she worked on her public speaking skills to ensure smooth delivery. "That's a large percentage of how you're perceived; practice," she said. ✱

First multi-component MI unit activates at Aberdeen

Battalion draws on active and Reserve soldiers in unique technical intelligence mission

By Sgt. 1st Class Matthew Hanne
203rd MI Battalion

The first military intelligence unit with active and Reserve soldiers was activated June 16 at Aberdeen Proving Ground, Md., representing a new form of U.S. Army unit where personnel from both components work together daily.

The 203rd MI Battalion (Technical Intelligence), with one active and two Reserve companies, is truly integrated, unlike previous units in which Reserve soldiers were attached or “plugged” into active-duty units but kept separate.

Already a unique unit in the U.S. Army, the mission of the 203rd MI Battalion remains to provide the warfighter commanders with technical intelligence on foreign equipment and weapons systems. Warfighters armed with this technical intelligence can better fight the opposing forces and protect their own forces.

The 203rd MI Battalion accomplishes this through training on foreign weapons, equipment and wheeled and tracked vehicles and by participating in foreign equipment operations in support of the National Training Center, Fort Irwin, Ca. In its wartime role, the 203rd MI Battalion would deploy its TECHINT analysts to a theater through a series of increments starting with a liaison element and eventually by activating the entire battalion.

The initial drawdown and realignment process for the multi-component concept began in 1997. IN-

SCOM was directed to make personnel cuts and adjustments while still being required to meet its wide variety of missions. The 203rd MI Battalion and other INSCOM units were directed to consider several options for their future.

The then-battalion commander, Lt. Col. Kevin Cunningham, and his staff developed several options, one of which was to reduce the battalion and realign it, relying much more on Reserve Component elements to fill out the battalion in wartime.

The battalion already made use of two Reserve Component units, the 372nd and 383rd Military Intelligence companies, based at the Devens Reserve Forces Training Area in Massachusetts. A long history of cooperation in training and deployment support with these units made the multi-component option seem possible.

During this period, the 203rd MI Battalion was realigned from the 513th MI Brigade to the National Ground Intelligence Center, located in Charlottesville, Va. The battalion then inactivated and began a drawdown of personnel and equipment.

The reserve TECHINT companies also drew down to a degree. In 1999 the 383th MI Company inactivated and a number of soldiers were transferred to the 372nd MI Company. During 2000 the 372nd MI Company was redesignated as Company C, 203rd MI Battalion, and the former 383rd MI Company was redesignated as Company B.

Since this was a unit move without most of the Reserve Component soldiers, who lived in New England, the new battalion had to recruit new soldiers into the battalion and train them in TECHINT operations.

Daily life for members of the 203rd MI Battalion continued in much the same manner. With the addition of Reserve Component soldiers, the regular workweek has changed. Each month, the entire battalion works a weekend when the Reserve Component soldiers perform their drills.

The uniqueness of the battalion is that there is no longer a distinction between active and Reserve Component soldiers. Each element learns how the other works and both work as a cohesive team in order to accomplish the battalion's mission.

Unit operations tempo and reaction time, training plans, briefing schedules, access to resources and personnel management are all handled differently to a degree. However, the battalion has found ways to meld these differences together to accomplish tasks and missions and prepare for future missions.

Active component soldiers have learned a wide variety of subjects from their Reserve Component soldiers, who in many cases have worked TECHINT for many years. Reservists now have a better opportunity to become more actively involved in foreign weapons and equipment training as well as foreign maintenance training. ✱

They re-upped with the commander in chief

"Like many thousands of others who will reenlist this year, you've done yourselves credit, and you've paid your country a high tribute," President Bush tells 704th soldiers

By Spc. Brian Murphy
704th MI Brigade Public Affairs

President George W. Bush hosted a reenlistment ceremony for 100 service members representing each branch of the Armed Forces, including three soldiers from the U.S. Army Intelligence and Security Command, in a May 23 ceremony at the White House.

Sgt. Michael Furlow, Sgt. 1st Class Thomas Keelor and Sgt. 1st Class Kimberly Keelor of the 704th Military Intelligence Brigade, Fort George G. Meade, Md., were lucky enough to reenlist in the grandest of fashions. Furlow was not available to comment for this article.

Thomas Keelor was going to attend the ceremony as his wife's guest until he received a phone call the day before the ceremony. While on the Fort Meade Golf Course participating in the 741st MI Battalion's golf tournament, his first sergeant received a page. The person calling was Staff Sgt. Veronica Ingle, the battalion reenlistment NCO, letting Keelor know he could be a part of the ceremony with his wife if he wanted.

"This was the highlight of our careers," said Keelor, acting first sergeant of Company B, 741st MI Battalion. "I have reenlisted six times, but personally and professionally, this was the highlight. To actually be two of 100 service members selected



President George W. Bush joins Sgt. 1st Class Kimberly Keelor and then-Staff Sgt. Thomas Keelor following a reenlistment ceremony at the White House. (Photo courtesy of the Keelors)

to attend the ceremony, and be the only married couple in the group, it was a real honor."

According to Keelor, the couple was too awestruck to be nervous during the ceremony.

"We basically had access to the second floor of the White House," he said. "After the ceremony, we both had a 10-minute chat with the sergeant major of the Army. Everything happened so fast, and then the next thing we knew we were shaking hands with the most powerful man on earth, the president."

During the ceremony, Bush addressed the service members.

"Every major military operation of the last 200 years was set in motion at the White House," he said. "The circumstances have varied greatly, but no president has ever had reason to doubt the ability and commitment of

the American Armed Forces. You have shown that commitment today. Like many thousands of others who will reenlist this year, you've done yourselves credit, and you've paid your country a high tribute. The choice was yours to make, and you volunteered again, and your country is very grateful.

"Our military depends on reenlistment. This is especially true now, as military technology and equipment grow more complex and more demanding. Per-

haps more than ever, the success of our all-volunteer force requires that we keep the best people, the most experienced technicians and mature leaders of the highest caliber. That is what America gains with each one of you who stays," Bush continued.

"In return, America owes you every ounce of support you need to carry out your daily mission. When reenlistment declines, that's usually a sign that such support is missing. I have promised never to let that support waver, never to take you for granted. As long as I live under this roof, our country and our military will be prepared to meet any challenge the future may bring," Bush said.

Secretary of Defense Donald H. Rumsfeld delivered the opening remarks and Joint Chiefs of Staff Chairman Gen. Henry H. Shelton administered the oath of enlistment. ❀

On berets, tradition and transformation

Sergeant Major of the Army calls for greater recognition of Army heritage and capabilities

By Sgt. Maj. of the Army Jack Tilley

In recent months, it has become increasingly apparent that opinions on the beret are nearly as numerous as the myths and misconceptions surrounding both the beret's history and our reasons for switching to it.

I've made it a point to talk about the beret with nearly every group of soldiers I've spoken with in my travels. Typically, I've asked for a show of hands from people who think the black beret is a bad idea. As a rule, about 20 to 30 percent of the soldiers raise their hands.

Then, nearly every group has shared some good-natured laughs with me as we take a look at what soldiers really know about the topic.

"What kind of units wore the black beret from 1973 to 1979?" I begin asking the soldiers who raised their hands.

"What was the first unit in the Army authorized to wear black berets?"

"True or false—Rangers wore berets in World War II?"

"True or false—Soldiers graduating from Ranger School are awarded a Ranger tab and a black beret?"

"What is the only course in the Army where soldiers are awarded berets upon graduation?"

"How many years has the Army talked about putting every soldier in a black beret?"

Beginning as early as 1924, armor units in the British Army began wearing black berets for a few very simple reasons. For one thing, the color hid the grease spots tankers often left on their hats when putting them on and taking them off as they worked on their vehicles. Also, the beret allowed tank crewmen to comfortably wear radio headsets and push their faces against the tank's telescopic sights.

Although historians say a few Ranger units unofficially wore black berets during the early 1950s and again during the Vietnam War, the Center of Military History can find no photos or documentation indicating World War II Rangers were ever authorized to wear berets of any color.

The headgear did not become an official part of the Ranger uniform for another 25 years. In 1975, the Army authorized two newly formed ranger battalions to wear black berets, one year after both armor and cavalry units around the Army began wearing black berets.

The Opposing Force units at the National Training Center, Joint Readiness Training Center and Combat Maneuver Training Center have worn black berets for years. Further, armor and cavalry units throughout the Army were authorized black berets from 1973 to 1979.

A few months back, one old cavalryman even told me that when Chief of Staff Gen. Bernard Rogers decided



Sgt. Maj. of the Army Jack L. Tilley

in 1979 that only special operations and airborne units would be authorized berets, tankers in his unit objected to the decision and burned "their" black berets in protest.

It is also interesting to note how many soldiers believe that Ranger and Airborne School graduates receive either black or maroon berets upon completing their respective courses. Very few soldiers realize that Special Forces Qualification Course graduates are the only troops in the Army awarded a beret and tab when they complete their school.

Thus far in talking to literally thousands of soldiers about the black beret, only one person—a sergeant at Fort Gordon, Ga.—knew that the Army's leadership had considered transitioning the entire force to black

berets for more than a dozen years. Each time, the decision was deferred because of other priorities.

During his first year as chief of staff, Gen. Eric Shinseki concentrated on building up momentum for our ongoing transformation. Only in his second year as chief did he decide the time was right to wear black berets.

At the end of my beret quiz, I ask soldiers to tell me what they know about the Army and our ongoing transformation. I'm proud to say most of us have a working understanding of the Army transformation.

As I explain it, Gen. Shinseki's intent with transformation is to prepare the Army for the diverse missions our country is now asking us to perform.

Prior to Desert Storm, Saddam Hussein overran Kuwait in a matter of days and stopped his forces at the border just north of oil-rich eastern Saudi Arabia. Mysteriously, he then sat and watched for six months as we reinforced our rapid deploying airborne units. In the end, the mass of our assembled combat power allowed us to achieve a quick, decisive victory.

For the foreseeable future, there will remain in the world a number of countries and leaders who will think it wise to challenge the United States, our interests and our allies.

Nobody will ever know for certain why Saddam stopped when he had our forces outgunned and outnumbered. Far more certain is the fact that the next dictator to challenge us won't repeat Saddam's mistakes. When future foes mobilize their forces, they will likely move quickly while hoping they can achieve their objectives before we can deploy our forces.

To be ready for that kind of showdown and to better prepare us for

missions like those in Somalia, Haiti, Bosnia and Kosovo, Gen. Shinseki is transforming the Army into a force that's more agile, deployable and lethal.

It may be something of oversimplification, but in the end transformation will result in heavy units that are more deployable and agile and light units that are more lethal and survivable. The result will be warfighting formations that can deploy about as fast as today's light units but pack a lot more firepower and mobility.

So, as we move toward that goal, I ask groups to name the one uniform item that could logically symbolize that transformation—one item that has, over the years, been associated with both heavy armor units as well as the best light infantry unit in the world—the black beret.

Change is never easy, and I understand that. It's especially difficult in an organization as large and grounded in history and tradition as the Army. But, I also understand that we must change if we are to be ready for the challenges that await us in this new century.

For the most part, our military has done a poor job of envisioning and preparing for the next war. Typically, we have trained and equipped our military based on what was true in the last war while failing to see the coming of a different conflict that was often less than a decade or two away.

These mistakes have been costly; they have been paid for in the lives of our soldiers as we have often lost early battles in a number of wars. It is a testament to the greatness of our country and our military that we learned quickly in these conflicts and adjusted our equipment, training and tactics and achieved victory.

But, it makes sense to me to begin changing with the world and design formations that are better suited for future conflicts. Not only could this make the difference in these yet-to-be battles, but it might let us avoid them entirely as future enemies gauge our capabilities and decide their best course of action is to avoid a fight with us at all costs.

The last question I typically ask soldiers is, "How many of you have ever celebrated the Army's birthday?" Sadly, I would tell you that maybe 25 percent of them indicate that they have.

That, I tell them, is about to change. In the future, we're going to take pride in the Army's heritage to the point that if there's two soldiers in a fighting position on June 14, I expect them to put a match in a piece of MRE pound cake, blow it out and then sing "Happy Birthday" to the Army.

In recent years, the Army has been the silent member of the Defense Department as we have quietly gone about doing our nation's business without calling a lot of attention to ourselves and our accomplishments. There's something to be said for modesty, but we deserve to flex occasionally and tell people who we are, where we've been and where we're going.

I would hope that these thoughts would add a bit to soldiers' understanding of both the Army's transformation and the change to the black beret. ✱

Excerpted from a letter to the Army's command sergeants major. Reprinted with permission.



Supporting Warfighters and Commanders: a Global Mission, a Personal Commitment



Deployed in support of KFOR by the 66th Military Intelligence Group, a satellite intelligence system overlooks a winter day in Pristina, Kosovo. (U.S. Army photo)
Top, Honing skills in the field, Spc. Kevin Johnson of the 742nd Military Intelligence Battalion, 704th MI Brigade, provides cover while his "battle buddy" moves to safety during Common Task Training. (Photo by Spc. Brian Murphy)

The U.S. Army Intelligence and Security Command literally spans the globe, with people and resources throughout the United States and in many Allied nations. Through the theater brigades we provide on-time, on-target intelligence to the Army Service Component Commanders—and through them and our other subordinate organizations, to national agencies, theater commanders and warfighters around the world.

Our units have a proud heritage and a vibrant present and future. Our people are a cadre of the talented and skilled, with a professional dedication and personal commitment to their missions. We are truly a global presence supporting the warfighter.

In this issue of the INSCOM Journal, we have highlighted our units around the world and how they support the warfighters in every aspect of our National Defense. Though locations and missions are varied, the goal is always the same: helping to win our wars, protect American and Allied interests, and support our soldiers around the world. Globally and personally.

Fully engaged in theater: 115th MI Group

By Bobby Stillman and
Capt. Kevin Bae
115th MI Group

Transformation, or real and substantive change in the fundamental way the U.S. Army does business, is upon us. Transformation to meet current and future intelligence challenges created by the end of the Cold War with follow-on resur-



The Kunia Tunnel, built as an underground aircraft factory during World War II, is the site of the Kunia Regional Security Operations Center. 115th Military Intelligence Group personnel, along with others from the U.S. military, staff the operations center. (U.S. Army photo)

gence of transnational, non-aligned and asymmetric threats is imperative.

Current jargon contains two phrases that mean a lot to all of us. You will hear words about “Transformation” and “Support to the Warfighter” in just about any briefing you attend. While the literal meanings of the phrases are different, they are quite closely related in the functional context. So, what does it all mean?

Transformation success

The latest round of transformation for the 115th Military Intelligence Group happened in June 2000, when it was redesignated from the 703rd Military Intelligence Brigade. The unit first transformed in late 1980 when its mission, mission equipment and many mission people moved from Fort George G. Meade, Md., to Hawaii to establish U.S. Army Field Station, Kunia. Additional transformations related to creation of Regional Security Operations Centers (RSOCs) and transfer of cryptologic host responsibilities to the Navy occurred in 1993 and 1995, respectively.

The 115th MI Group has shown great flexibility throughout the years, successfully accomplishing every change in its structure. The one thing that remains constant is the mission to provide dominant intelligence support to national decision makers, warfighters and allies.

Col. David Pyle, group commander, has a fully functional unit operationally engaged 24 hours a day, seven days a week, 365 days a year, as the Army component of the Kunia RSOC. Dual-hatted as RSOC vice commander, he oversees and directs a warfighter-centric transformation of the RSOC and manages efforts designed to provide intelligence support

to Army Service Component Commanders. In both roles, Pyle focuses his organizations on direct contact with warfighting customers who use intelligence products to ensure their needs are met.

Reaching the theater

Recent examples of the 115th MI Group’s “space to mud” orientation include a collaborative National/Tactical Integration (NTI) project with the Korea-based 3rd MI Battalion, 501st MI Brigade, and INSCOM headquarters; direct support to Army participants in a joint Philippines/U.S. exercise, Balikatan 2001; and the Kunia RSOC Warfighter SIGINT Support Center/Regional Technical Control Element–Kunia.

The NTI project created a capability for direct command and control communications between deployed 3rd MI assets and the Kunia RSOC, offering new flexibility to commanders in Korea in exercise, surge or contingency scenarios. The Kunia RSOC and the 115th MI Group benefit from a new ability to directly support Korea-based warfighters when required and by increased real-time opportunities for Hawaii-based linguists.

The most recent example of the 115th MI Group’s participation in the tactical to national “reachback” effort was Balikatan 2001. With troop deployments in excess of 1,500 American soldiers, sailors, Marines and airmen, Balikatan 2001 was a demonstration of U.S. resolve in supporting a partner nation.

In this year’s exercise the 115th MI Group worked in conjunction with U.S. Army Pacific (USARPAC) and Marine Forces-Pacific’s 1st Radio Battalion to supply unprecedented levels of national support to forward-de-

ployed service members in the Philippines. Group personnel in the KRSOC provided real-time, virtual intelligence support to intelligence elements on Luzon Island. With an Exercise Support Center operating 24 hours a day, KRSOC provided both force protection and live exercise support to deployed units.

Additionally, as a result of the 115th MI Group’s working relationships with Reserve sites on the mainland, the KRSOC leveraged continual U.S. Army Reserve and National Guard support from the 300th MI Brigade out of Draper, Utah. Balikatan 2001 served as an excellent example of tactical users being able to access national SIGINT assets for actionable data and intelligence.

Storefront signal support

Kunia RSOC’s storefront for SIGINT support to warfighters is the Warfighter SIGINT Support Center (WSSC). The WSSC provides technical SIGINT data to forces in the Pacific Area of Operations, responds to requests for information and conducts research using national-level intelligence databases.

The 205th MI Battalion, 500th MI Group’s Regional Technical Control Element–Kunia (RTCAE-K) is integrated into the WSSC with a mission to provide SIGINT support to the USARPAC commander and forces under his control. Being so closely aligned with each other’s day-to-day operations produces a level of synergy that actually anticipates intelligence needs for the USARPAC commander. The relationship between Kunia RSOC’s WSSC, the 205th’s RTCAE-K and the 115th MI Group is a model for how reachback SIGINT support to warfighters should be done. ✱

Ready in peace and war:

By Sgt. Nicole Alberico
500th MI Group Public Affairs

The 500th Military Intelligence Group ("Pacific Vanguard") mission is to provide multi-discipline intelligence support to the U.S. Army Pacific in peacetime, contingencies and war throughout the Pacific Command area of responsibility.

The 500th MI Group, consisting of the 205th MI Battalion at Fort Shafter, Hawaii, and Japan-based detachments, accomplishes this mission using soldiers stationed in Okinawa, Misawa Air Base, Yokota Air Base, Kure, Tokyo and Yokohama, Japan; Hawaii; the Republic of the Marshall Islands; Alaska; and Fort Lewis, Wash. Recently, the group also began providing intelligence support to the peacekeeping efforts in Kosovo.

Rapid reaction force

According to Maj. Will Squire, group deputy commander, the 500th supports the theater commanders in many different missions.

"The new Rapid Reaction Force Regulation tasks us to provide Deployable Intelligence Support Ele-

ments, counterintelligence (CI) teams and intel communication teams anywhere in the theater within 54 hours," Squire said.

The Rapid Reaction Force is just one aspect of the 500th's support to the theater. Daily missions include operating forward-deployed CI field offices in Japan and the Republic of

"There should be no doubt, soldiers of the 500th MI Group make a difference every day."

Maj. Will Squire, Deputy Commander

the Marshall Islands; the Asian Studies Detachment, specializing in open-source intelligence collected in target languages throughout Asia and the Pacific; the 403rd MI Detachment, providing Army support to the Misawa Cryptologic Operations Center; and the Security Liaison Detachment, which conducts liaison with national-level Japanese intelligence and security agencies.

The 500th soldiers in the Army Pacific Intelligence Center at Fort Shafter provide daily situational awareness and predictive intelligence

briefings and products to the USARPAC commanding general, keeping the Army Component Commander in the Pacific well informed of potential threats to forces in theater.

Deploying force protection

The Pacific Vanguard also deploys teams that provide CI and intelligence support to force protection for soldiers anywhere in the Pacific theater.

"Just this past winter and spring, we had three fairly significant deployments," said Squire.

The group sent a CI force protection team to Nepal in support of Bailey Nightingale I and deployed several personnel to Thailand, completing engagements and training with the Royal Thai Army.

The most recent deployment consisted of 22 members of the 500th supporting Exercise Balikatan 2001 in the Republic of the Philippines. This multi-disciplined team provided a full range of intelligence and CI support to a joint and combined training exercise in a country assessed at the Moderate threat level by the Defense Intelligence Agency.

500th MI Group

The soldiers collected, analyzed and reported information that could indicate a threat to the 1,500 U.S. and 2,000 Filipino servicemen and women deployed to a wide range of training sites on the island of Luzon, near Manila.

"We had force protection reports coming in, being analyzed on the spot, then posted onto the SIPRNET and JWICS," said Squire. "This enabled the deployed leaders as well as national-level decision-makers access to the threat information within minutes after being posted. The reporting, analysis and dissemination was often done by junior soldiers. All of this was completed while forward deployed in country under very austere conditions. To add to the challenge, this was during the time of intense civil conflict in the country when 100,000 people attacked the Presidential Palace in Manila."

Regional focus growing

With the military shifting its focus to the Asian region, upcoming changes in the 500th are expected. "The missions will continue to increase," said Squire.

The group's foreign engagement missions have tripled in the last three

years. The unit's force protection missions also have increased. It is hard to predict where the next mission is going to come from. Historically peaceful countries can suddenly become a threat.

Being stationed so far from USARPAC headquarters does not hinder the 500th's ability to accomplish its mission. "Being in Japan is an advantage," said Squire, "we can beat the 'Tyranny of Distance.'"

Having the group's headquarters in Asia allows the soldiers to submerge themselves in the Asian culture, resulting in a better understanding of the people and culture they work with.

Making a difference

Between the group's daily mission and its constant support in the Pacific theater's exercises, the 500th MI Group clearly accomplishes its mission of fulfilling the military intelligence needs of USARPAC and the Army.

"The soldiers in the 500th handle the mission very well," said Squire. "I see a lot of pride in the fact that one or two soldiers can make a difference." For example, the 500th

often deploys two soldiers and a Japanese Master Labor Contractor to provide CI support to force protection for exercises throughout Japan. "These exercises generate an abundance of demonstrations. But the ability of these CI professionals to collect the threat information, then forewarn the exercise participants has prevented any of these protests from escalating into an incident," said Squire.

Another example of how 500th MI Group soldiers make a daily difference happens each morning at the USARPAC commander's daily briefing. The six 500th soldiers in the current operations section of the Theater Analysis and Control Element brief the commanding general every morning on the situation in more than 40 countries, with seven of the world's largest armies.

"They ensure the Army Component Command in this theater has the best situational awareness every day," said Squire. "Though they are a small section, their analysis is world class."

"These are just a couple of examples, but there should be no doubt, the soldiers of the 500th MI Group make a difference every day." ✱

Great place for intel soldiers: 501st MI Brigade

Articles by Martie Cencki
Chief, Public Affairs Office
HQ INSCOM

The Republic of Korea, home to the 501st Military Intelligence Brigade since 1951, is a country wrapped in layer upon layer of mythical legends, hard history and future uncertainties. Underneath one layer are fanciful stories of mythical founder Tan'gun in 2333 B.C.; then another layer brings legends true and false about the three great kingdoms and Korea's great dynasties, the Shilla and Chosin.

The more recent layers uncover another Chosin, the fierce and bloody Chosin Reservoir battle of the Korean War, as well as Heartbreak Ridge and Pork Chop Hill, names forever in the American consciousness, and memories of a war that cost more than 36,000 American lives.

After 50 years of Cold War and post Cold War North Korean aggression and threats both conventional and unconventional, the 37,000 soldiers, sailors, airmen and Marines who make up the American forces today continue to deter conflict and uphold the armistice in one of the most complex and difficult environments anywhere. Suspended between real peace and war, a Demilitarized Zone away from a hostile, third-largest army in the world, Korea is where the threat is present, the threat is real and the threat is constant.

In such an environment, the 501st MI Brigade (Red Dragon Brigade) is

charged with providing accurate, multi-disciplined intelligence products to the combined and joint commanders and staffs of United Nations Command, Combined Forces Command, U.S. Forces Korea and beyond.

Outstanding achievements

Commanded by Col. Theodore C. Nicholas II, the Red Dragon Brigade, more than a thousand strong, continues to receive accolades and awards, not only for mission accomplishment, but also outstanding achievements to enhance the mission. Nicholas has led a three-pronged initiative focused on digitalization, modernization and deployability.

From its headquarters at Sobinggo Compound outside of Yongsan Garrison in Seoul, the brigade oversees people and activities operating from Sobinggo, Camp Humphreys and along the DMZ. Units include the 524th MI Battalion (Silent Vigilance) located at Sobinggo Compound, with the mission to provide counterintelligence and human intelligence support to the joint and combined warfighter.

The 527th MI Battalion (the Silent Warriors) is located at Camp Humphreys. Their mission is to provide strategic and tactical intelligence support to commanders and staffs on the Korean Peninsula, as well as commands throughout the Pacific, and national consumers.

Another 501st MI unit is the 532nd MI Battalion, the Black Horse

Battalion. The 532nd is a forward-deployed unit operating 24 hours a day, 365 days a year, in support of on- and off-peninsula intelligence systems. It provides all-source intelligence focused on all echelons of the fight. It is an operations battalion and is responsible for processing, an-

The American forces in the Republic of Korea deter conflict in one of the most complex and difficult environments anywhere.

alyzing, producing and disseminating intelligence. Intelligence sources are many and varied and include both on- and off-peninsula assets.

Finally, the 3rd MI Battalion (Winged Vigilance) operates out of Camp Humphreys. Flying the RC-7B Airborne Reconnaissance Low mission aircraft and the Guardrail Sensor System #3 aircraft, the 3rd MI Battalion provides timely combat information and intelligence to the tactical and operational warfighters through responsive airborne collection, processing, analysis and reporting.

The 501st MI Brigade is a full-service military intelligence organization serving the entire Korean Peninsula and then some. As Col. Nicholas sees it, "It's a great place to be an intel soldier. You do your mission every day."

Hooah!

Winged Vigilance: Keeping watch, stepping ahead

Many accolades belong to those organizations stationed overseas, with vital missions and stressful environments. Some of the highest accolades belong to the 3rd Military Intelligence Battalion, Camp Humphreys, Republic of Korea.

One does not need to read information papers or see statistics to know that this aerial exploitation battalion, charged with providing timely combat information and intelligence to tactical and operational warfighters via the RC-7B Airborne Reconnaissance Low mission aircraft and the RC-12 Guardrail, is a dynamic and successful organization.

It is apparent as soon as you enter the compound at Camp Humphreys. It is literally in the air, from the busy sounds of construction and upgrade projects to the carefully tended outdoor areas, to the upbeat greetings from the battalion members. The 3rd MI just seems to be a step ahead. Quality of life and esprit de corps are evident everywhere in the 3rd MI. What soon becomes even more evident is that these very positive characteristics are deeply rooted in one of the most vital missions in the U.S. military and a modernization effort that could be a paradigm for Army Transformation.

Busiest battalion

If you thought that most aerial reconnaissance in the Korean theater is accomplished by the U.S. Air Force, you would be wrong. The 3rd MI Battalion conducts real world reconnaissance operations seven days a week, 365 days a year, for the Commander-in-Chief, United Nations Command/Combined Forces Com-

mand/U.S. Forces Korea—definitely support to the theater commander. It is the busiest aerial exploitation battalion in the Army today, according to Maj. Adam Hinsdale, executive officer for the battalion and manager for many of the battalion projects.

“From Sept. 1, 1999, to March 31, 2001, we achieved a remarkable 97 percent aerial intelligence collection mission success rate and provided 75 percent of all Korean theater airborne collection sorties,” he said. “This rate was accomplished while meeting the challenges of two split-base operations as well as a 25-percent reduction in available aircraft due to airframe condition inspections and aircraft and sensor upgrades completed in the United States.”

“Upgrades” is the key word. Upgrades and modernization initiatives not only underlie the current success, but also are building the foundation for mission successes in the future—a good example of what Army Transformation is all about.

Modernization efforts

“Modernization is part of a three-pronged initiative by Col. Theodore Nicholas II, the 501st MI brigade commander,” said Hinsdale. “We have taken that to heart and have undergone some significant modernization efforts.”

One of the earlier undertakings was the modernization of the Battalion Operations Center in late 1999. The BOC manages sorties and must provide notification to all levels of command through the Joint Staff within 30 minutes of launch, recovery or delay. In wartime, it becomes the Tactical Operations Center, or



This renovated bunker, a project of the 3rd Military Intelligence Battalion, 501st MI Brigade, will provide enhanced force protection for aircraft reconnaissance operations and the Battalion Operations Center. (U.S. Army photo)

TOC. Taking advantage of a lull in BOC requirements during a split-base deployment, the 3rd MI rebuilt the BOC. They took it from a center using one GCC-A terminal and grease boards with markers to one of the most modern operations centers in the Army, with advanced connectivity, a video distribution system and integrated communications.

“We also recognized the need for enhanced force protection,” Hinsdale said, “and have subsequently begun a major project to renovate a bunker close to the battalion headquarters. This bunker renovation will provide protected operational areas for the modernized BOC/TOC, Guardrail and ARL operational areas and other areas for admin, logistics and NBC teams. This is a major modernization in our command and control arena.”

Another significant area of upgrade for the 3rd MI Battalion is sensor modernization. Two efforts to make the U.S. intelligence collection systems more useful and in line with Army Transformation tenets are

these: the development and integration of the Guardrail Relay Facility (GRF) and the procurement and integration of a more capable electro-optic and forward looking infrared system (EO/FLIR).

The GRF modernization project involved downsizing the Integrated Processing Facility to make the GRF more robust and deployable, another one of the key initiatives of the brigade commander and a principle of Army Transformation.

“Prior to this effort, the GRF consisted of four 40-foot vans and ancillary power generator and support vans,” said Hinsdale. “Now it consists of two S280 shelters and 23 configurable workstations, all powered by two 60-kilowatt tactical quiet generators, and all easily deployable by C-130 aircraft.”

A vital mission in a high threat, operational environment. Quality of Life initiatives that are obvious as visitors walk onto the compound. Modernization efforts that contribute now and help build an Objective Force. The 3rd MI Battalion has it all together. And upbeat people too.

Customer's perspective

It is an intricate operational environment in the Republic of Korea. Daily events can quickly become international incidents. In this country suspended between war and peace, the 501st Military Intelligence Brigade faces challenges that many only read about in the schoolbooks. How well do they fare? Do they provide the needed support to the warfighter and the theater commanders? The truest perspective comes from talking to someone outside of the 501st.

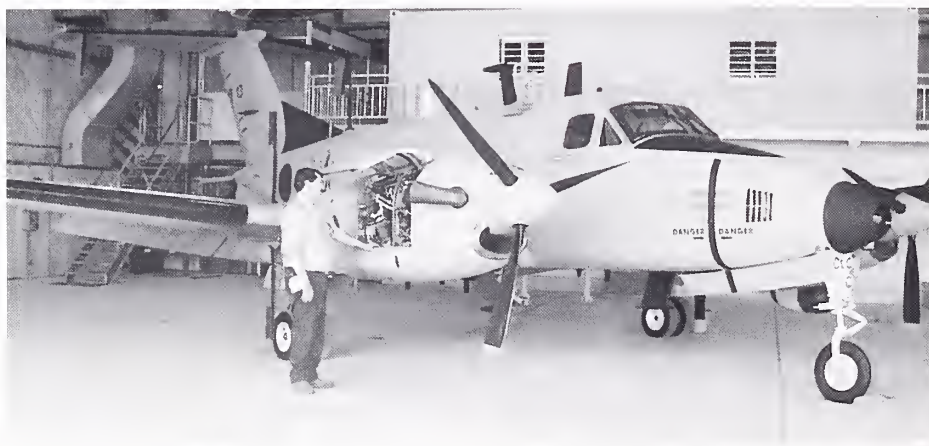
Col. Steven C. Schrum is the assistant chief of staff, G2, 8th U.S. Army, Seoul, Republic of Korea. The 501st MI Brigade is opcon to the 8th U.S. Army (EUSA) during armistice. In war, it supports the Ground Component Commander, a Republic of Korea Army four-star general, and his staff of combined ROK and U.S. Army personnel.

Schrum, a 28-year Army officer with a heavy emphasis in special operations, is in a unique position as the EUSA G2 to assess the 501st and how it supports the warfighters in the

Republic of Korea. His assessment is immediately and wholeheartedly positive: the 501st provides a tremendous amount of support to the warfighters and commanders in the Korean theater.

“The 501st MI Brigade truly has a 24-hour-a-day, 7-day-a-week mission,” he said in a recent interview in Seoul.

“Not far from us, an hour and a half drive away, is the fifth largest military in the world, and the third largest Army. In Korea we are not at peace. We have an armistice agreement. And in spite of what you may hear about Korean reconciliation, the North Korean military has not stood down anybody,” Schrum emphasized. “If anything, they have improved their military capabilities across the board. They are still a threat. The 501st provides a significant amount of the theater intelligence, surveillance and reconnaissance. Every day without fail, there is a 501st airplane flying or a 501st soldier on watch.”



Personnel of the 3rd Military Intelligence Battalion, 501st MI Brigade, fly and maintain RC-12 Guardrail aircraft, carrying out missions around the clock on behalf of the combined command in the Republic of Korea. (U.S. Army photo)

Deployed on DMZ

Almost as a metaphor of the 501st's significant role in Korea, Schrum points out, is this: If you look at the most forward deployed troops in the country—not only soldiers, but all American troops—they are 501st soldiers manning the 527th MI Battalion's detachments along the Demilitarized Zone.

"They look out their windows and look downhill on the DMZ," he said. That is not "Reality TV;" it is reality for these young soldiers.

Another way in which the 501st supports the warfighter is simply by virtue of being so many of the warfighters themselves. They make up a large proportion of the intelligence community in Korea. "For several reasons, including joint manning levels, the 501st provides 90 percent of the enlisted strength in J2 (joint intelligence) and 45 percent of the overall manning of the J2—all young soldiers and officers wearing the 501st patch," Schrum said. "They do most of the heavy lifting in Korea on the Army side and the joint side in intelligence."

Schrum also gives high marks to the 524th MI Battalion and their success with their counterintelligence mission. "They are out every day on the terrain we will go to war on. They are important especially for the 8th Army in the rear area where we will do the Reception, Staging, Onward Movement and Integration and the noncombatant evacuation operations," he said. "They're out meeting with mayors and chiefs of police, working force protection relationships with the 2nd ROK Army. Second ROK Army has responsibility for the southern part of the ROK and the security requirements for the Communications Zone."

Combined analysis and control

Another element of the 501st MI Brigade drawing praise from Schrum is the Ground Component Command-Combined Analysis and Control Center (GCC-CACC) at Camp Humphreys. Drawing on the specialized missions, products and skills of the 527th MI Battalion, the 532nd MI Battalion and the 3rd MI Battalion, it is a true combined CACC, he said.

"They work with the ROK intelligence officers and NCOs and soldiers every day there. It is the final authority, the all-source analysis for what happens with ground intelligence in Korea."

With a true 24/7, 365-days-a-year mission, the proximity of the enemy and the very real threat that the soldiers can see, the expectation would be that soldiers would do their mandatory time in Korea and move out quickly. That is not necessarily the case with 501st soldiers. The brigade's extension rate is phenomenal, Schrum said.

"Even though the hours are long, the troops have a focused mission, there's one enemy, you know who the enemy is," Schrum said. "But the extension rate in the brigade is 25 to 30 percent. The troops like it here. When 30 percent of your troops extend for an extra year or so, you are doing something right. They like their mission and they feel important," he said.

They have a right to feel important—they are vitally important. They are the ones who, daily, fly the missions, gather and analyze the intelligence, and stand watch for all of us on the Korean Peninsula. ✱

Dominant operations in support of commanders: 116th MI Group

Compiled by
Sgt. 1st Class Richard A. Broderick
116th MI Group Public Affairs

The 116th Military Intelligence Group, located at Fort Gordon, Ga., is comprised of two battalions: the 206th MI Battalion, co-located with the group headquarters, and the 314th MI Battalion, located at San Antonio, Texas.

The 116th MI Group executes dominant intelligence, security and information operations to answer national, theater and component commanders' intelligence requirements. The group commands, controls and provides cryptologic host support to the Gordon Regional Security Operations Center (GRSOC).

Supporting security operations

Tasked with providing technically proficient personnel to support continuous GRSOC operations, the group integrates group staff and selected Reserve Component soldiers into center operations and supports the development of a Reserve crypto-

logic detachment and the development of "virtual teams" to support GRSOC operations.

Conducting continuous host support to the GRSOC takes the form of tailoring support to meet GRSOC requirements and providing support that will reduce outside interference on operations.

The group trains, sustains and maintains the force through developing training programs to enhance the development of technical and tactical skills, conducting professional and leader development training for all soldiers and developing strategies and incentives to retain quality soldiers.

Legacy of service

One of the newest units within the U.S. Army Intelligence and Security Command, the group originally was activated as the 116th Counter Intelligence Corps (CIC) Detachment in May 1946 in Washington, D.C., with a primary mission to provide counterintelligence support to the Military District of Washington. In June 1959 the existing 116th CIC Detach-

ment was upgraded and redesignated as the 116th CIC Group as a part of the U.S. military's response to intensified Cold War tensions in Europe and Korea.

The 116th CIC Group was again redesignated as the 116th Intelligence Corps Group in July 1961. In 1965 the U.S. Army Intelligence Command was organized at Fort Holabird, Md., with the redesignated 116th Military Intelligence Group centralized under the major Army command in October 1966. The group was inactivated in January 1973.

In February 1999 the 116th Military Intelligence Group was redesignated Headquarters and Headquarters Detachment, 116th MI Group, and on June 14, 2000, activated at Fort Gordon, Ga., and assigned to INSCOM.

The activation of the 116th marks the beginning of an important new chapter in the lifecycle of this unit. The soldiers of the 116th MI Group continue its legacy of professionalism and service to the nation and the Army. ✱

Information operations at all levels: Land Information Warfare Activity

By **Deborah Parker**

Land Information Warfare Activity

Africa, Kosovo, The Philippines, Kuwait—there are more than 250,000 U.S. service members currently deployed around the world. Where there are American fighting forces there is information to be exploited and protected, and where there is information there is the Land Information Warfare Activity (LIWA).

Mission: Information operations

LIWA serves as the Army's integrating agent for information operations (IO). It provides support to the warfighter in planning, synchronizing and executing IO for the land component commander and enhances force protection by implementing a proactive defense of Army decision-making processes, information and information systems.

According to LIWA commander Col. James M. McCarl Jr., LIWA provides the Army the capability to both plan and execute information operations. "We can operate from the tactical, operational and strategic levels of war. In fact, with IO, these distinctions are often blurred," he said.

McCarl sees LIWA as applying a broad interpretation to its mission. "We are not simply cyber focused,

nor do we concentrate only on human decision-making. We look at all aspects of IO. We are prepared to affect an adversary's information systems, his networks and the people who operate his information systems and make decisions."

LIWA's nearly 350-person work force is organized into five divisions: Field Support, Vulnerability Assessment, Army Computer Emergency Response Team (ACERT), Information and Plans and Training. Each division is structured to contribute specific and necessary skills to the

supported commander's IO mission requirements.

Serving in all theaters

LIWA soldiers and civilians serve in every theater command. Their tasks range from providing advice on IO policy to executing rapid-reaction capabilities to oppose penetrations of command, control, communications, computer and intelligence systems through the ACERT and Regional Computer Emergency Response Teams, each assigned to support a specific theater. LIWA regional plans



Field Support Teams from the Land Information Warfare Activity are assigned to commanders in every theater. Team member Capt. Christopher T. Enger (right) and a translator talk to a group of Albanian children in Kosovo. (U.S. Army photo)



Regional Army Computer Emergency Response Teams maintain safeguards against computer attack. ACERT member Douglas R. Hardaway (right) discusses tools used to detect and prevent intrusions on Army networks. (U.S. Army photo)

officers assist in coordinating and integrating IO requirements, support, capabilities and activities into the theater deliberate planning process, while Vulnerability Assessment blue and red teams perform command, agency and activity evaluations.

IO Field Support Teams (FST) work as part of a commander's staff, developing, implementing and evaluating tactics, techniques, procedures and systems in operational environments, tests and training exercises. At the same time, LIWA's Information Division develops and coordinates intelligence requirements for IO while synchronizing IO intelligence and counterintelligence support for contingency missions and exercises.

According to Lt. Col. Dane Reves, LIWA director of operations, the activity's support to the Land Component Commander is de facto support to the theater commander. "We use three major elements of the activity to support the Land Component Commander's IO needs: our Field

Support Teams, Vulnerability Assessment Teams and Computer Emergency Response Teams. These teams integrate their activities with the commander's overall operations that are, in turn, synchronized with the Theater IO campaign.

"The use of full-spectrum IO gives the land component and theater commander an enormous advantage," continued Reves. "The incorporation of all the assets of IO—computer network operations, physical strikes, electronic warfare, psychological operations, military deception, operations security and public and civil affairs—ensures a greater probability of success, from both an offensive and defensive point of view, for any mission. In a real-world situation, well-planned and executed IO means lives saved. If, through an IO campaign, we can convince an adversary to lay down its weapons, to back away from hostile actions, then soldiers and civilians are kept from harm's way. The opera-

tion is successful with a much-reduced casualty rate. At its most basic that's what IO is about."

LIWA carried out more than 100 missions and 250 coordinating tasks worldwide in 2000. That number is expected to increase in 2001.

Assessing vulnerabilities

The Vulnerability Assessment Division (VAD) has executed more than 30 missions in the current year, including three in the Balkans. In January, a nine-person VAD team deployed to Kosovo for visits to Camps Bondsteel and Monteith, the Greek camp, the Russian camp, the British sector in Pristina and Camp Able Sentry in Macedonia. While there, team members performed full-spectrum assessments on networks, security and the soft skill sets of IO. That visit was followed by an April trip to Eagle Base, Camp Comanche, Camp Dobel, Camp McGovern and Field Operating Base Conner in Bosnia, and a June expedition to Camp Tazar, Hungary and Camp Butmir, Sarajevo.

"To me, the most rewarding mission we've had this year was the April Bosnia trip. On that assessment we saw IO being robustly executed," said Lt. Col. Robert Timpany, chief of the Vulnerability Assessment Division. "Generally we see many vulnerabilities, and it was nice to find American forces performing IO efficiently and effectively. I think the previous VAD assessment recommendations yielded the visible improvements we found in the April trip."

"Our missions can be quite challenging in terms of both environment and personnel. Some countries have notably different ideas of IO than that of the U.S. It can get highly contentious when those assessments

are going on. Also, our teams sometimes include civilians who have never deployed to a hostile fire environment. The mine awareness training, patrol briefings and war-ravaged villages amaze them. But, they return with a new understanding of their jobs and the sacrifices of the troops they are supporting. In the end, these experiences help us provide improved support to the Commander by making us better at our jobs.”

In addition to missions performed by VAD, the LIWA FSTs have taken part in some 30 exercises and real-world operations across the globe. Members of the LIWA team supported operations in such widespread places as Thailand, Kuwait, South America, West Africa and the Balkans. They participated in both major joint exercises and the Army Battle Command Training Program. References to such critical missions as Roving Sands, Ulchi Focus Lens, Balikatan, Warfighter Exercises and Mission Readiness Exercises are common on the LIWA operations calendars.

So far in 2001, the LIWA ACERT and its four RCERTs have handled more than 11,800 computer incidents on Army systems worldwide. Additionally, the Computer Defense Assistance Program, a branch of ACERT, has provided 60 vulnerability assessments for Army commands.

Information Dominance Center

LIWA's far-reaching and complex mission is achieved through a robust reach back capability that links it to one of the military's most sophisticated intelligence operations centers, the INSCOM Information Dominance Center (IDC). The IDC represents a 21st century environment developed to assist commanders in

responding to the changing asymmetric nature of modern warfare. It does this by providing logical, manageable output from the flood of information available in today's technologically advanced world. LIWA acts as the facility's executive agent.

“Intelligence support to IO has always been a difficult problem,” McCarl said. “In the past, the fragmented nature of IO capabilities—from computer network operations to more human-based skills like psychological operations—made it difficult to articulate the appropriate intelligence requirements a planner needed to support IO. As senior Army leaders think about this problem and more officers with IO backgrounds have begun to move into senior positions this is beginning to change. INSCOM is in a unique position to develop very discrete intelligence to support IO and bring it all into one facility, the IDC.”

McCarl says the IDC will serve at least two major functions: support Army IO planning and execution and provide indications and warnings (I&W) intelligence to Army Service Component Commands and the Army Operations Center.

“The IDC will focus on quick-turn I & W tippers that help focus analysis at national agencies and at INSCOM's brigades supporting Army Service Component Commands. While this is an intelligence function, the data used to develop those patterns might also be used to develop courses of action for IO. As the IDC concept matures, we expect to see additional functions that the IDC may take on,” he said.

According to Reves the IDC represents a new, beneficial way for commanders to do business. “The IDC,

through its suite of technology, provides the means to rapidly sort through the mountains of information, both in the unclassified and classified areas, and quickly find those key nuggets of data. The tools don't replace human analytical requirements, but rather assist the analyst by turning tons of information into useful products that, when time counts, can be sent to the commander in minutes or hours versus days or weeks.”

In addition to INSCOM and the IDC, LIWA soldiers and civilians bring with them the means to expedite collaboration with other civil, military and government information centers such as the Defense Intelligence Agency, Central Intelligence Agency and State Department.

Commander's force multiplier

As an element of combat power, Information Operations is a force multiplier for the Land Component Commander; helping shape the environment while providing increased security for America's fighting forces and allies. LIWA's skilled professionals offer commanders non-traditional options for today and tomorrow's Information Age battle space.

McCarl has a forward-looking concept of where the field is going. “I once heard former Speaker of the House Newt Gingrich describe the ‘Information Age’ as being at a point of evolution analogous with where aviation was five years after the Wright brothers first flew. I subscribe to that idea, I believe we have just begun to see where warfare will go in the Information Age.” ✱

Providing a decisive edge:

By Capt. Edward C. Barnes Jr.

National Ground Intelligence Center

The mission of the National Ground Intelligence Center (NGIC) is to produce all-source integrated intelligence on foreign ground forces and supporting combat technologies to ensure that U.S. forces have a decisive edge on any battlefield.

One way NGIC accomplishes this is by enhancing the analytical capabilities of INSCOM's Theater Analysis and Control Elements (ACEs) using the concept of "reach," a virtual and collaborative process to access, share and disseminate intelligence. Intelligence reach allows an ACE to access the center's knowledge base, which includes subject matter experts, intelligence products and on-line databases.

Reach for expertise

NGIC's expertise in foreign ground forces and its interface with the knowledge base of the entire intelligence community provides the ACE a more complete and detailed picture of enemy capabilities. The result for an ACE in short supply of time, people and expertise is better intelligence and support to the Army Service Component Commander (ASCC), whose intelligence requirements require greater connectivity than Theater Joint Intelligence Centers can sometimes provide.

Using secure communications channels, reach can entail four different kinds of interaction between the NGIC and ACE analysts. The first type of interaction is called "smart pull." Smart pull involves ACE analysts retrieving NGIC's existing on-line products and data to meet their informational requirements. For smart pull to work, however, ACE analysts must understand NGIC's capabilities and expertise and be constantly aware of what online products are available. NGIC analysts must ensure that their online products are accessible, searchable and current.

The second type of analyst interaction is referred to as "brilliant push." This interaction involves NGIC analysts anticipating the ACE analyst's requirements and providing answers before a query is received. For brilliant push to work, the NGIC analysts must understand the ASCC's requirements. NGIC also must be capable of rapidly producing new or updated intelligence products.

Requesting information

The third type of analyst interaction is the Request for Information (RFI). This interaction involves the ACE analyst posing a question to the NGIC either because existing products do not contain the answer or because the ACE analyst does not have the time or resources to acquire the information. This requires the NGIC

analysts, in turn, to provide a quick turnaround response.

The last type of analyst interaction is collaboration. This involves the ACE analyst and NGIC analyst with a specific expertise working together to engage a common intelligence problem in a virtual workspace. This interaction will require one or more NGIC subject matter experts and the use of collaborative tools.

NGIC's current method of providing reach is through task organizing and standing up two elements, an NGIC Liaison Element designed for deployment into theater with the supported theater ACE and an NGIC Crisis Action Team (CAT) which is established in the NGIC Operations Center. The NGIC Liaison Element usually consists of two personnel, and it is formed and assigned to the supported ACE during the pre-deployment phase of operations. Its mission is to assist the ACE in drawing upon NGIC's knowledge base while at the same time giving NGIC insight into the ASCC commander's requirements, which facilitates brilliant push operations. Given that a smaller in-theater footprint is the goal of Army Transformation, however, the supported unit will need to make the decision whether to deploy the NGIC Liaison Element forward.

The CAT will be activated at the onset of a crisis or during NGIC support of an exercise. Intelligence analysts, selected for the relevance of

National Ground Intelligence Center

their expertise, reinforce a core of intelligence operators and information technology specialists. Personnel from other organizations, such as the Army Counterintelligence Center, also can man the team. CAT manning permits 24-hour, seven-days-a-week operations.

The CAT monitors the friendly and opposing force situation, manages RFIs, directs smart pull or brilliant push operations, facilitates collaboration and coordinates with higher, lower and external headquarters. The team's mission is to ensure that NGIC's full knowledge base is available to assist all of its intelligence consumers in coping with the crisis or exercise, with primary focus on the supported Theater ACE RFIs. Other elements such as NGIC's Imagery Crisis Response Cell and the Army Imagery Requirements Office are also capable of operating on a 24/7 basis to support a crisis or exercise. The CAT draws upon their expertise, as well as the expertise of the entire center, to ensure the ACE's requirements are met.

Exercising reach

NGIC's most recent experience in practicing intelligence reach was in April 2001. NGIC supported the ACE of the 297th Military Intelligence Battalion, 513th MI Brigade, during U.S. Army Forces Central Command's Battle Command Training Program Exercise Lucky Sentinel 01

(LS01). In addition to establishing a Liaison Element and a CAT, NGIC supported the ACE by developing an exercise specific Web page that contained intelligence products relevant to the unit's area of responsibility.

NGIC produces all-source integrated intelligence on foreign ground forces and combat technologies so U.S. forces have a decisive edge on any battlefield.

The Liaison Element consisted of two ground forces analysts who deployed in theater with the 297th MI Battalion's ACE. Prior to deployment in theater, the Liaison Element participated in several pre-exercise events such as attending OPLAN update conferences and providing training to ACE personnel on small unit threat tactics. While deployed forward, the NGIC Liaison Element coordinated the NGIC response to ACE RFIs and arranged for imagery support to the ACE's targeting effort from NGIC's Imagery Operations Directorate.

The CAT for LS01 was designed and equipped to conduct 24/7 operations. Each 12-hour shift consisted of three Reserve Military Intelligence Detachment (MID) personnel, one

Army Counterintelligence Center analyst, one NGIC ground forces analyst and an operations officer. The CAT also had direct access to approximately 20 regional, systems, imagery and information subject matter experts who were issued pagers and were on-call to answer questions in support of ACE operations. Communications between the ACE and CAT consisted of the Army's All-Source Analysis System, SIPRNET and secure telephone.

For the upcoming exercise LS02, the NGIC will again provide a Liaison Element to the ACE. The NGIC CAT will be established in workspaces dedicated to operations center/crisis action functions in NGIC's new facility, the Nicholson Building, to be dedicated Sept. 21, 2001. NGIC will improve the support it provides the 513th MI Brigade ACE in LS02 by incorporating the lessons learned from LS01. These lessons learned include modifications to the configuration of the CAT, an increased utilization test of the All-Source Analysis System, improvements in Web page design and utility and a more strenuous test of Integrated Work Station tools used to support collaboration between ACE and NGIC subject matter experts.

NGIC is committed to exercising and refining the process of intelligence reach to more fully support Army deployed units and fulfill its own mission. ✱

INSCOM's contingency force: 513th MI Brigade

By Lt. Col. Gralyn Harris and
Capt. Timothy S. Wren
513th MI Brigade

The Vigilant Knights of the 513th Military Intelligence Brigade are the contingency force of the U.S. Army Intelligence and Security Command.

The 513th, an echelon-above-corps unit, on order deploys all or part of the brigade to conduct theater-level, multi-discipline intelligence and se-

curity operations in support of Army components of U.S. Central and Southern Commands and other commanders as directed during war and operations other than war; re-integrates forward deployed elements; and receives and integrates Reserve Component and Active Component wartrace units and augmentees.

The Vigilant Knights are administratively controlled by INSCOM and operationally controlled by U.S. Army Forces Central Command (US-ARCENT), 3rd Army.

Distinct missions

The brigade consists of four battalions, each with a separate and distinct mission. The 201st MI Battalion, headquartered at Fort Gordon, Ga., is the signals intelligence (SIGINT) battalion. It conducts SIGINT operations in support of USARCENT, U.S. Army South (USARSO) and other theater Army components and conducts Measurement and Signatures Intelligence (MASINT) scientific and technical intelligence operations in support of national requirements. The 201st MI Battalion mans the Technical Control and Analysis Elements at Fort Gordon and Camp Doha, Kuwait.

The 202nd Military Intelligence Battalion, also headquartered at Fort Gordon, is the counterintelligence (CI)/human intelligence (HUMINT)

battalion. Its mission is to conduct CI missions, overt HUMINT collection and data exploitation in support of the intelligence, security and force protection requirements of theater and component commanders, and to integrate national, joint and active and reserve component resources. The battalion has a company forward-deployed in Puerto Rico in support of USARSO, and a forward presence in Kuwait at Field Office Southwest Asia, Qatar and Saudi Arabia.

The 204th Military Intelligence Battalion—Aerial Reconnaissance (AR), with headquarters at Fort Bliss, Texas, deploys mission-tailored packages to contingency operations areas to provide aerial signals and imagery intelligence products to supported theater and warfighting commanders. The battalion's main effort is in supporting the counter-drug war efforts of U.S. Southern Command (SOUTHCOM).

The 297th Military Intelligence Battalion, headquartered at Fort Gordon, is the operations battalion. The battalion provides operational, all-source, predictive intelligence; targeting; and collection management in support of current and future operations conducted by ARCENT, US-ARSO and other commanders, and provides maintenance, food service, communications and security support for the battalion and brigade. In addition to the garrison units at Fort



Sgt. 1st Class Theresa D. Mann and Capt. Dexter C. Daniel of the 513th Military Intelligence Brigade review documentation while equipment is loaded onto an aircraft during an Emergency Deployment Readiness Exercise. (Photo by Spc. Carlos Johnson)



Soldiers from Company A, 201st MI Battalion, set up the Collection Analysis Reporting Terminal during a Bold Knight exercise. (U.S. Army photo)

Gordon, the battalion has an imagery company at MacDill Air Force Base, Fla., and a company, which is the Army's proponent for the Joint Surveillance Target Acquisition Radar System, at Robins Air Force Base, Ga. The 297th MI Battalion also supports the manning of the Intelligence Support Elements at Fort Bragg, N.C.; Fort Hood, Texas; Fort McPherson, Ga.; Camp Doha, Kuwait; and Eskan Village, Saudi Arabia.

High operations tempo

While developing several intelligence initiatives to better support the warfighter, the 513th MI Brigade has maintained a high operations tempo in support of U.S. forces commanders throughout the world. In fiscal years 2000 and 2001, soldiers of the 513th Military Intelligence Brigade deployed to 30 countries in support of CENTCOM, SOUTHCOM, European Command and Pacific Command requirements. In addition to the CENTCOM and SOUTHCOM focused missions, the brigade participated in XVIII Airborne Corps

Warfighter and several Ceiling Light and Ceiling Land missions.

In the CENTCOM area of responsibility (AOR), the 513th MI Brigade participated in Internal Look, Lucky Sentinel, Bright Star, Bold Venture, Shadow Venture, Total Venture and Southern Knight. Each exercise and operation focused intelligence collection and production to support the warfighter in Southwest Asia. The Venture operations strengthened the bonds between the United States and Kuwait as soldiers from the 201st MI Battalion sat side-by-side with soldiers of the Kuwaiti Electronic Warfare branch conducting SIGINT collection.

Exercise Southern Knight, the Army's largest HUMINT exercise with more than 300 Active and Reserve Component soldiers, National Guardsmen, sailors and Marines, strengthened relationships between branches and participants and exercised the skills of all participants working in a joint interrogation facility and document exploitation center. In the exercises Internal Look, Lucky

Sentinel and Bright Star, the Analysis and Control Element provided the Combined Joint Forces Land Component Commander with timely, actionable intelligence. Each of these deployments exercised the brigade's assets ability to perform their wartime mission in Southwest Asia.

In the SOUTHCOM AOR over the last year, the soldiers of the 513th MI Brigade focused on supporting the counter-drug war and force protection missions. The 204th MI Battalion (AR) deployed for 45 days every quarter for Operation Vigilant Hunter, conducted in cooperation with the Colombian government and focused on supporting the counter-drug war. Soldiers from D Company Forward, 202nd MI Battalion, conducted numerous threat vulnerability assessments throughout the SOUTHCOM AOR. These missions not only provided actionable intelligence that significantly contributed to the fight against drug trafficking, but they also provided intelligence assessments that saved American lives.

Unique capabilities

In addition to maximizing assets within the brigade, the brigade also is maximizing products and capabilities of agencies outside the brigade to produce unique intelligence products. The MASINT office is leading the fight to make information accessible to the warfighter and other intelligence agencies. The section focuses on leveraging national sensors to produce timely value-added operational MASINT products. The MASINT office relies on dedicated communications circuits to national sites to facilitate the transfer of extremely large data files involved in these initiatives. The 513th MI

Brigade is the first unit in the Army with the ability to conduct these operations.

The brigade is also the first Army unit to exploit unmanned aerial vehicle (UAV) full-motion video. The brigade deploys an exploitation team to Southwest Asia every time a UAV is deployed in theater. The UAV Exploitation team (UET) provides organic imagery exploitation to the Coalition Joint Task Force (CJTF) commander. The UET exploits near-real-time Predator and Pioneer UAV feeds; hand-held imagery collected

by HUMINT or special operations teams; and theater imagery collection assets, such as P-3 and U-2 aircraft. The brigade is working to provide the same products and support to the CJTF commander with the majority of the team in sanctuary at Fort Gordon.

The impact that the Vigilant Knights have on the battlefield as individual soldiers and as a unit is best described by the ARCENT commander, Lt. Gen. Paul T. Mikolashek. "The 513th MI Brigade is an outstanding warfighting Military

Intelligence organization. Their daily support to ongoing operations throughout our AOR is absolutely essential to the successful completion of Army Central Command missions. By rapidly implementing the latest in technology, they maintain their rightful place on the forefront of collection operations and are an integral and essential component to this command. Their greatest strength, however, is the dedicated and talented professional soldiers who really do provide the Army with superiority over our potential adversaries." ✱

EUROPEAN THEATER

On point in Europe: 66th MI Group

By Capt. Michael J. Indovina
66th MI Group Public Affairs

Macedonia on the brink of mass riots... Kosovo protection forces—are they defensive or offensive... Daily protection of military installations in Europe...

Do the right people have the right opportunities to view the right information? Does the tactical commander on the ground have the pertinent information to conduct wartime and peacekeeping operations?

These are just a few issues the 66th Military Intelligence Group monitors daily to keep the U.S. European theater commanders informed with pre-

dictive and accurate intelligence to conduct daily operations in garrison and in the field.

Integral part of team

What makes the 66th an integral part of the U.S. Army, Europe, intelligence team is that the group can pull data and intelligence reports from many different organizations and input media from around the world. These products provide a web architecture of intelligence information for commanders on the ground to tailor to their needs.

The group's goal is to provide multi-discipline intelligence operations and produce all-source intelligence products to theater and na-

tional-level customers in order to sustain information dominance.

The 66th MI Group is headquartered in Darmstadt, Germany, centrally located in the European region and 30 minutes from USAREUR headquarters. With detachments throughout Europe, the 66th covers a footprint of six countries and forward-deployed assets in Kosovo and Macedonia.

The 533rd MI Battalion, consisting of a headquarters service company and three subordinate companies that provide logistical and mission support, operationally runs the group. From analyzing and gathering intelligence, protecting communications architecture to providing trained sol-

diers for warfighting operations, the battalion and group work as a team to ensure timely and accurate intelligence products to customers.

Products and services

To create intelligence products, the 66th gathers information from sources, places these reports into different types of intelligence media, analyzes the data, creates a briefing with the results and forwards the information to the USAREUR senior intelligence officer and KFOR J2. These reports are formulated from requests by the commanders on the ground in the regions where they are conducting operations. Intelligence officers use the information to prepare follow-on missions and tasks in their areas of operation.

In addition to the daily intelligence production, the group can provide a large-picture military focus at an operational level through a Deployable Intelligence Communications System that provides a reach-back intelligence capability of communication networks in the theater. This capability touches a multitude of command elements to use the data gathered for the European Command, national capabilities and to and from operational structures.

The group also provides counterintelligence support for force protection by using the human side of gathering threat assessments for the local commanders. Soldiers and civilians respond to reports of espionage in the local areas, resulting in an investigation that provides a threat assessment in an effort to protect the soldiers, civilians and family members in the European theater.

The group also provides a capability to research information for per-



Soldiers from Company A, 533rd Military Intelligence Battalion, 66th MI Group and INSCOM erect a satellite dish. The equipment travels with the Deployable Intelligence Support Element, a section that is currently supporting peacekeeping operations in the KFOR region. (U.S. Army photo)

sonal security clearances. This process of interviews provides details in response to requests from the Continental United States, assisting in the evaluation and approval of personal security clearances.

The Mobile Interrogation Team provides a capability to the Task Force Falcon mission by assisting with refugee and detainee screenings. Screening asks questions to those personnel who have information that can answer the USAREUR commander's priority information reports in

an effort to enhance the success of the ongoing peacekeeping operations.

As the U.S. Army ground intelligence component in Europe, the 66th MI Group provides intelligence web-based architecture, analysis, human intelligence operations and counterintelligence activities to protect, sustain and gain information dominance while supporting the overlapping commands in the theater. ✧

Five members inducted into MI Hall of Fame

Retired warrant officer, sergeants major and generals recognized for contributions to country, Army and corps

Courtesy of the Fort Huachuca Scout

The Military Intelligence Corps Hall of Fame inducted five new members in a June ceremony at Fort Huachuca, Ariz., in recognition of their outstanding contributions to the United States, the U.S. Army and the MI Corps.

Chief Warrant Officer Michael Fried

Chief Warrant Officer Five Michael Fried retired from the Army in October 1996 with 41 years and seven months of active service and nearly two years in the New York National Guard prior to coming on active duty.

Fried was born in 1934 in Koenigsberg, Germany. In 1939, while fleeing from Nazi persecution, his family was captured and sent to a concentration camp where they spent five and a half years. His family immigrated to the United States, and he enlisted in the Army in 1955.

Fried's first assignment was with the 10th Infantry Division where, due to his German language fluency, he was recruited by military intelligence to serve as an interrogator in Fulda, Germany. He served in the Army Security Agency at Fort George G. Meade, Md.; Frankfurt, Germany; and Herzo Base, Germany, as an expert linguist from 1961 to 1969. After completing the Vietnamese Language Course he served in Vietnam from 1970 to 1971 as a prisoner of war in-

terrogation technician and company administrative officer.

Fried next served as the 82nd Airborne Division's POW team chief, ensuring that soldiers were trained in resistance to interrogation, and also served as a company administrative officer.

From 1973 to 1976 Fried was officer in charge of the Division Prisoner of War Facility at Fort Lewis, Wash., ensuring timely dissemination of intelligence vital to the conduct of numerous tactical operations.

In 1977 he returned to Germany where he served as chief, Border Operations Officer in Frankfurt until July 1980. During this time Fried participated in many operations, including the debriefing of Department of Defense-affiliated returnees from Iran at Frankfurt/Main, Germany.

For the next 10 years, Fried's positions included interrogation team chief and assistant S1, 109th Military Intelligence Battalion (CEWI), Fort Lewis, Wash.; border liaison officer, 511th MI Troop, 11th Armored Cavalry Regiment, Fulda, Germany; and Personnel Administration Center officer in charge of the 109th MI Battalion, Fort Lewis. He was assigned to the 18th Military Intelligence Battalion, 66th Military Intelligence Group, Munich, Germany, from 1990 to 1992. As the assistant battalion collection manager he coordinated source acquisition, debriefing activities and all operational matters,



Chief Warrant Officer Michael Fried

which were key to battalion debriefing activities of a number of very highly knowledgeable sources.

From 1992 to 1995 at Fort Lewis, he served as the battalion personnel technician, 502nd Military Intelligence Battalion and then as the assistant brigade S1, 201st Military Intelligence Brigade. Returning to Augsburg, Fried served as the assistant group S1, 66th Military Intelligence Group.

His awards include the Legion of Merit, Bronze Star Medal with one oak leaf cluster, Meritorious Service Medal with two oak leaf clusters, Army Commendation Medal with five oak leaf clusters, Army Achievement Medal, Good Conduct Medal fourth award, National Defense Service Medal second award, Vietnam Service Medal with one Service Star, Humanitarian Service Medal, Army Service Ribbon with No. 7, Republic of Vietnam Campaign Medal, Republic of Vietnam Gallantry Cross with Palm, Vietnam Staff Service

Medal and Overseas Service Bar second award.

Fried retired from the Army in October 1996.

Command Sgt. Maj. Randolph S. Hollingsworth

Command Sgt. Maj. Randolph S. Hollingsworth retired from the Army in 1998 following an assignment as the Military Intelligence Corps command sergeant major, Fort Huachuca, Ariz. Before that, he was 111th MI Brigade command sergeant major.

A native of Duplin County, N.C., Hollingsworth enlisted in the Army after graduating from high school. He completed basic training at Fort Bragg, N.C., and graduated advanced individual training at Fort Holabird, Md., as an imagery interpreter.

Hollingsworth served three combat tours with the 73rd Surveillance Aircraft Company in Vietnam. His other assignments include 1st MI Battalion, Fort Bragg; 3rd Armored Division, Germany; 525th MI Group, Fort Bragg; U.S. Army Recruiting Command, Akron, Ohio; U.S. Forces Korea, South Korea; U.S. Army Intelligence Center and School, Fort Huachuca; and 6th Infantry Division (Light).

In 1993 he returned to Fort Huachuca to become the 111th Mili-

tary Intelligence Brigade Command Sergeant Major. His last assignment was as command sergeant major of the U.S. Army Intelligence Center and Fort Huachuca.

Hollingsworth's awards include the Meritorious Service Medal with one oak leaf cluster, Joint Service Commendation Medal, Army Commendation Medal with four oak leaf clusters, Army Achievement Medal, National Defense Service Medal and Army Recruiter Badge.

Lt. Gen. Patrick M. Hughes

Lt. Gen. Patrick M. Hughes joined the Army as an enlisted soldier and retired a flag officer. He served in both the active and reserve components of the Army during his 39 years of service.

Born and raised in Montana, Hughes joined the regular Army as a private in 1962. He was a combat medic for three years.

In 1965 Hughes, who remained in the Army Reserve, enrolled in Montana State University as a student in the college of business. After joining the Army ROTC program, he was commissioned in the regular Army, Infantry in 1968 and graduated as a Distinguished Military Student and a Distinguished Military Graduate and as a graduate of the Army Aviation Program.

His assignments have included commander of the Special Security Office at Camp Zama, Japan; intelligence assistant to the director of the Army Staff; director of intelligence of the 9th Infantry Division and commander of the 109th Military Intelligence Battalion; commander, 501st Military Intelligence Brigade; executive officer to the commander-in-chief, United Nations Command/Combined Forces Command/U.S. Forces Korea;



Lt. Gen. Patrick M. Hughes

commanding general, U.S. Army Intelligence Agency during Operations Desert Shield and Desert Storm; director of intelligence, U.S. Central Command; director of intelligence, Office of the Joint Chiefs of Staff and Defense Intelligence Agency.

In 1996 Hughes became the director of the Defense Intelligence Agency and de facto director of Military Intelligence for the Department of Defense, managing the General Defense Intelligence Program and Central Measurement and Signature Intelligence programs for the U.S. intelligence community.

Hughes' awards and decorations include the Defense Distinguished Service Medal (three awards), Silver Star, Legion of Merit (three awards), Bronze Star for Valor in Combat (three awards), Bronze Star for Meritorious Service (two awards), Purple Heart, Defense Meritorious Service Medal, Army Meritorious Service Medal (five awards), Air Medal, Army Commendation Medal for Valor, Army Commendation Medal for Meritorious Service, Army Good Conduct Medal, Combat Infantryman's Badge and Parachute Badge.

Hughes retired from the U.S. Army in October 1999.



Command Sgt. Maj. Randolph S. Hollingsworth

Command Sgt. Maj. Raymon V. Lowry

Command Sgt. Maj. Raymon V. Lowry entered the Army in 1970 in Dallas, Texas. He completed basic training at Fort Leonard Wood, Mo., followed by German Language Training at the Defense Language Institute, Monterey, Calif., and advanced individual training for electronic warfare/signal intelligence voice interceptor (linguist) at Goodfellow Air Force Base, Texas.

Lowry served as a voice interceptor/transcriber, supervisor and platoon sergeant, U.S. Army Field Station Berlin; AIT instructor, Goodfellow Detachment, Intelligence Schools, Fort Devens, Mass; platoon sergeant, battalion operations sergeant and first sergeant, 104th MI Battalion (CEWI), 4th Infantry Division, Mechanized, Fort Carson, Colo.; first sergeant and command sergeant major, 532nd MI Battalion, 501st MI Brigade, Korea; command sergeant major, 701st MI Brigade, Augsburg, Germany; 704th MI Brigade, Fort George G. Meade, Md.; and 703rd MI Brigade, Schofield Barracks, Hawaii.

Lowry attended the Advanced Noncommissioned Officers Course, First Sergeants Course, the Sergeants Majors Course, Basic and Intermedi-

ate German Language Training and CY155, Cryptologic Course for Service Supervisors. His awards and decorations include the Legion of Merit with one oak leaf cluster, Meritorious Service Medal with three oak leaf clusters and the Army Commendation Medal with two oak leaf clusters.

Lowry retired in February 2000, after 30 years of service.

Maj. Gen. Charles W. Thomas

A native of Natchitoches, La., and a graduate of Northwestern State University of Louisiana receiving bachelor's and master's degrees in zoology, Maj. Gen. Chuck Thomas entered the Army in 1968. Commissioned from Engineer Officer Candidate School in August 1969 as a second lieutenant in the Military Intelligence Branch, he served junior officer command and staff tours with the 25th Infantry Division (Light) and the U. S. Army Security Agency in Hawaii and Thailand.

After completing the Military Intelligence Officer's advanced course in 1974, Thomas served as aide-de-camp to the commanding general of the U.S. Army Security Agency in Arlington, Va., followed by duty in the Army's Military Personnel Center as a military intelligence officer career manager.

Thomas served, consecutively, as a brigade S-2, 124th MI Battalion S-3 and executive officer in the 24th Infantry Division (Mechanized), Fort Stewart, Ga., then attended the Army's Command and General Staff College at Fort Leavenworth, Kan., from 1982 to 1983. Returning to Fort Stewart in 1983, he served as G-2 of the 24th Infantry Division for 16 months.

Thomas assumed command of the 302nd MI Battalion in Frankfurt,



Maj. Gen. Charles W. Thomas

Germany, in January 1985. In March 1987 he became chief of the military intelligence branch at the Army's Personnel Center in Alexandria, Va.

From 1988 to 1989 he attended the National War College and, upon graduation, commanded the U.S. Army Field Station, Sinop, Turkey. He next was assigned to the Joint Staff in the Pentagon where he began duty in J-3 as the deputy for intelligence in the Special Technical Operations Division of the Current Operations Directorate. Prior to the Gulf War, Thomas was ordered to Riyadh, Saudi Arabia, as director of the Central Command Joint Intelligence Center where he served for the duration of Operation Desert Storm.

In October 1991 Thomas was selected for brigadier general and assigned as deputy director for current intelligence, Joint Staff and Command Support, J-2/DIA. In 1993 he became deputy chief of staff for intelligence, Headquarters, U.S. Army Europe and 7th Army.

Thomas assumed command of the U.S. Army Intelligence Center and Fort Huachuca in 1994. His final assignment was as the chief of staff of the U.S. Army Training and Doctrine Command, Fort Monroe, Va., from June 1998 until his retirement in September 2000. ✱



Command Sgt. Maj. Raymon V. Lowry

Shots from the field



Taking part in the 116th Military Intelligence Group's first Tactical Dining-In are 1st Sgt. Concordio Borja (left) and Sgt 1st Class David D. Davis and Chief Warrant Officer Ronnie Hargett, dressed in 9th Cavalry Regiment uniforms. (Photo by Sgt. 1st Class Richard O. Broderick)



Sgt. Aaron Douglass and Spc. Anishka Forbes, both of Headquarters and Headquarters Company, 704th Military Intelligence Brigade, demonstrate how to relax and float during drown-proofing training. (Photo by Spc. Brian Murphy)



A colorful floral formation planted by retired housekeeper Noriko Suzuki greets members of the 500th Military Intelligence Group outside the headquarters building, Camp Zama, Japan. (Photo by Sgt. Nicole Alberico)



The 501st Military Intelligence Brigade in South Korea was the first INSCOM unit to put on the Army beret June 14. From left, Spc. Mangonese Etienne, Staff Sgt. Felix Rodriguez and Cpl. Duane Kidd, all of Headquarters and Headquarters Company, make beret adjustments. (Photo by Spc. Jason Blanchard)



It's Hooah, not Mooah! Command Sgt. Maj. Jacqueline Moate of the 108th Military Intelligence Group encounters a free-ranging resident during a climb of Wendelstein Mountain, Germany, part of a 401st MI Company team-building exercise. (Photo by Cathi Pettersen)

Focus on cities, technology transfer drives transformation, DCSINT says

By Joe Burlas
Army News Service

The Army's Military Intelligence Corps isn't going to transform itself just because the rest of the Army is doing it, but because there are a number of other operational reasons to do so, the deputy chief of staff for intelligence recently told reporters.

Lt. Gen. Robert W. Noonan Jr. listed those reasons—changing world demographics, increasing technology transfers to Third World countries, information proliferation and defense spending trends—during a 45-minute media roundtable discussion Aug. 9 as part of the Association of the U.S. Army's Intelligence Symposium at the Defense Intelligence Agency, Bolling Air Force Base, Washington.

"ISR (intelligence, surveillance and reconnaissance) is a critical enabler for the Objective Force," Noonan said, referring to the Army's Transformation force of the future.

Urbanization and population growth

Unlike the relatively open rolling terrain of Western Europe where the Army expected to fight during the Cold War, the Army will likely face opponents in urban terrain during future conflicts, according to Noonan.

Why should the Army and the intelligence community be concerned

about cities? Because that's where the people are, and because cities have become centers of instability as they grow, the senior Army intelligence chief said.

People move to large cities with the expectation of bettering their lives, he explained, but those people are often disappointed as the expected high-paying jobs aren't there. Further, unlike Washington or Los Angeles, large-city infrastructure and resources are often strained or overwhelmed by an ever-growing population.

Noonan predicted access to one of those scarce resources, fresh water, will be a cause for conflict in the future, much like conflicts in recent years over oil.

About 53 percent of the world's population currently lives in cities, and that figure, according to sociologists, is expected to grow to 66 percent by 2020, Noonan reported.

The general also predicted Asia as a future hotbed of instability due to population growth. "Fifty-one percent of today's population resides in China and India," Noonan said. "By 2020, four of the five most populated nations in the world will be in Asia... Historically, 30 percent population growth means war."

Third-world countries, first-class weapons

Calling it a readiness issue, Noonan said the Army must maintain its

technology edge in weapons and intelligence systems.

"I heard estimates somewhere that 85 percent of all military applicable research is done here in the United States," he said. "One of the problems I have is protecting that data."

Yet, he said, there are Web sites on the Internet where anyone can order complete state-of-the-art Russian weapons systems and other high-tech gear.

"We've had to refocus Army intelligence to track technology in the same way we used to track the Russian order of battle," Noonan said. "We want to track who has what technology and how will it be used. We don't want to get off the airplane and discover the bad guys have some technology we didn't know about."

If the MI Corps can get technology transfer information to operational commanders in a timely manner, those commanders can train their troops to counter the technology before going in, he said.

Citing Iran as having a little more than 500 ballistic missiles today, Noonan predicted it will have three times that number within three to four years. "You have to ask yourself: is that all defensive in nature?" he said.

Global community

The World Wide Web is accelerating globalization through the proliferation of information, and that proliferation is creating national security

concerns in areas the United States wouldn't have been interested in a decade ago, Noonan said.

The Berlin Wall and its divisiveness was the symbol of the Cold War, and the symbol of the new millennium is the Web with its inclusiveness, making the world one global village, he said.

"Last year we had a problem in East Timor," he said. "Many people say the crisis in East Timor was precipitated by problems in Thailand. We saw an Asian economy fallen, Indonesian interest (rates) fallen, a crisis in the government which engendered a liberation movement in East Timor. All of that comes into play now and we are involved in that.

"That flow of information and globalization is making our Army and military change."

Defense budgets

While the United States still spends more on defense than other nations, that spending, like most Western nations, has gone significantly down in the past decade, Noonan said. The only region of the world where countries are increasing their defense budgets, he said, is Asia.

Where is the money going? To build weapons of mass destruction, buy weapons systems from Russia, increase ballistic missile inventories and import Russian nuclear scientists, the general said.

"There is just a huge proliferation of new technology," Noonan said.

"Space-to-mud" approach

To keep track of it all, Noonan said he envisions a "space to mud" intelligence approach, better sharing of intelligence among the various federal intelligence communities and a more robust human intelligence capability.

"I'm going to leverage everything from a satellite on down and move



On a visit to Camp Zama, Japan, Lt. Gen. Robert W. Noonan Jr. (left), deputy chief of staff for intelligence, talks with Maj. Will Squire and Lt. Col. Mary Matthews of the 500th Military Intelligence Group. (Photo by Sgt. Nicole Alberico)

that information to the operational commander," he said. "It's not intelligence by echelons anymore, but more of a collaborative effort. We've got to move information at the right time to the right person."

However, information does not equate to knowledge, and information overload can be a problem, Noonan admitted. "We've got to determine how to sift out what is important," Noonan said. "We are not where we want to be yet, but we are on our way. DCX I gave us a glimpse into the future on how to do that."

DCX I, a warfighting exercise that used off-the-shelf and prototype digital technology to increase timely situational awareness, was held at the National Training Center, Fort Irwin, Calif., in April. A second digital exercise will kick off in early October at Fort Hood, Texas.

Also, Noonan admitted moving information from one intelligence agency to another has often been time-consuming or impossible due to equipment that was not designed to talk to each other. The agencies are working the problem, he said.

"I see a time when a commander shouldn't have to ask for imagery, because it is already there," Noonan said.

On the human intelligence side, Noonan said the Army might move toward partnerships with academia to provide open source, in-house area experts on different world regions. Also, the Army will reduce the number of trained linguists, he said, and will rely more on contractors for the more obscure languages.

"You've got to remember what a great melting pot America is," Noonan said. "There are lots of second-generation folks who love their country out there."

As the MI Corps transforms itself to meet new challenges, one of those challenges will be to indicate what will happen next.

"The key is to change part of our collection system to be more predictive," he said. "Right now, we are good at saying what is in place right now. The idea is to get out front of what is happening." ❄

Flaming Dragon serves up award-winning dining experience

By **Martie Cencki**
Chief, Public Affairs Office
HQ INSCOM

They say if the food is good enough, you can get people to do just about anything. That must be the reason for so many 501st Military Intelligence Brigade successes, especially for their members stationed at Camp Humphreys where they have the opportunity to be the dining patrons of the award-winning Flaming Dragon Dining Facility.

The Flaming Dragon has, in fact, an entryway full of awards, the most recent being runner-up in 2000 for the Department of the Army's Philip A. Connelly Award—and winner that year of the 8th U.S. Army award. It won the coveted Connelly Award in 1988 and has been a runner-up in 1987 and 1992-97. Other awards include the 19th Theater Support Command awards in 1999 and 2000, and local Area III and 23rd ASG awards 1989-99.

The dining facility provides food service support to members of the 527th MI Battalion, the 3rd MI Battalion and Company B of the 532nd MI Battalion. It also supplies rations twice a week to the forward deployed 527th MI detachments along the Demilitarized Zone.

How do they provide so much support at such delicious levels?

"This is truly a team effort," said Maj. Frederick A. Washington, 527th



Staff members such as these have established an award-winning dining facility, the Flaming Dragon, for the 501st Military Intelligence Brigade at Camp Humphreys, South Korea. (Photo by Martie Cencki)

MI Battalion executive officer. "We have a great U.S. Army/Korean National team who are dedicated to providing outstanding food support to the troops."

The Flaming Dragon is authorized one U.S. military and 33 Korean National employees (18 cooks and 15 food service workers). Rounding out the team is an officer-in-charge from the 527th MI Battalion and an NCOIC from the 3rd MI Battalion; the 3rd MI Battalion provides an alternate OIC and four additional

cooks. Company B of the 532nd MI Battalion also provides two cooks.

In addition to a short order line, the Flaming Dragon provides nutritious, well balanced "home cooked meals" and Korean food. The dining staff also provides specialty meals to celebrate all traditional holidays, as well as cultural and ethnic events.

For those stationed at Camp Humphreys, whether they are a "bon appetit" or a "pass the gravy" kind of person, the Flaming Dragon is a favorite home away from home kind of place—with or without awards. ✱

500th MI Group: the definitive INSCOM family

By **Martie Cenkci**
Chief, Public Affairs Office
HQ INSCOM

Conventional wisdom is that you can choose your friends but you can't choose your family. If I did have a choice of family, I would definitely go with the men and women of the 500th Military Intelligence Group, Camp Zama, Japan.

During a recent inspection TDY to Camp Zama, when misfortune befell me in the form of broken bones, reconstructive surgery and a lengthy recovery before being allowed to fly home to the U.S., 500th members came through strong. After all the jokes were told about breaking the legs of inspectors from the Headquarters, it became apparent that the 500th MI Group is truly the definitive INSCOM Family.

From command group members to members of the S1 staff, every detail was ironed out to help make my experience somewhat less painful. Led by S1's Ms. Isabel Allensworth, the multitasked, multi-resourced "tidbit coordinator," the 500th undertook a "campaign" that ensured that my husband was met at the

Tokyo airport, transported to Yokota Air Base to see me, billeted overnight at Yokota, then transported with me to Camp Zama billeting. Once there, we found our refrigerator stuffed with food and all other necessities taken care of, thanks to Ms. Allensworth and the 500th S1, Maj. Julie Tabb.

Not content with these extremely generous acts, the S1 enlisted the aid of the Family Readiness Group, a 500th MI Group organization of soldiers, civilian employees and family members who provide mutual support and assistance, according to the FRG coordinator, Rebecca Glenn. The FRG is made up of 91 unit soldiers, civilians and family members and has as its advisers Mrs. Gail Beaver, wife of the 500th MI Group commander, and Chaplain (Maj.) Richard Green.

Mrs. Beaver and Chaplain Green were two of many who brought us home cooked meals every evening. In fact, not knowing that our anniversary fell on one of these evenings, one FRG member brought us an elegant dinner complete with menu and sparkling cider! It made that evening, spent so far from home, very special indeed.

In addition to helping out injured inspectors from INSCOM Headquarters, the FRG undertakes a vigorous schedule of activities to help the INSCOM soldiers, civilians and family members stationed at Camp Zama. These include bake sales every six months, an annual Children's Holiday Party, an annual pool/picnic Family Day, quarterly special activity such as a dining out and annual Spouses Day to provide important information to spouses. The FRG also publishes a monthly newsletter and prepares Single Soldier's Goody Bags during the holiday season, welcome baskets for newly arriving soldiers and family members, and "care packages" for deployed soldiers.

According to FRG coordinators, more is planned for the future. The FRG vision includes a Halloween trick or treat activity, Family Day in the unit, Easter Egg Hunt and a Force Protection Standard Operating Procedure that prepares families for possible deployments or terrorist activities.

All in all, these projects only serve to underscore what I found first hand. At the 500th, the INSCOM Family is not a cliché, a platitude or a dream. It is a reality, 24/7. ✱

I-Team News

Scholarships awarded

Congratulations to Jason Greer and Kathryn Whitlow, INSCOM family members, who have been awarded the \$1,000 President's Student Service Scholarship from the Boys and Girls Club of America.

Recipients of Military Intelligence Corps Association scholarships are Sgt. 1st Class Chris A. Waltz, 297th JS-TARS Detachment; Spc. Noah C. Rawlings, U.S. Central Command; Master Sgt. Robert E. Keifer, 344th MI Battalion; Pfc. Brian S. Hoferer, 205th MI Battalion; Sgt. Randall R. Smith Jr., 205th MI Battalion; Staff Sgt. Kenneth I. Keeling, 109th Group; and Sgt. Samuel L. Hayes, 304th MI Battalion.

Student team wins Odyssey competition

A team of INSCOM family members in second and third grade won first place in their division of the Department of Defense Dependent Schools Europe Odyssey of the Mind competition and went on to compete in the world finals competition June 2 to 6 in College Park, Md. Winning team members were Samantha Kanenberg, Betsy Burnett, Kelley Van Voorst, Nickkole Daniels, Parker Wimberly, Marco Preiner and Laura Wise.

The middle school team received second place in its division in Europe and then competed in the Odyssey of the Mind Eurofest in Hungary. Team members were Caitlyn Harrison, Maegan Harrison,

Amanda Laudermilk and Samuel Taylor. The fourth and fifth grade team also placed second in its division. Team members were Kaitlin Kunetz, Nicholas Hunt, Susie Benenati, Lauren Campbell, Joey Hunt, Robbie Sexton and Ashley Manon.

500th interrogator is tops in Japan

A member of the 500th Military Intelligence Group is Solider of the Year for U.S. Army Japan. Spc. Krysti J. Corbett, a debriefer and interrogator, joined the Army in October 1997.

"Studying has been the key to my success on the boards," Corbett said. "I have this special book I used for every board. I just don't study the things I don't think I'll be asked."

Corbett said the opportunities to do interesting work and travel throughout Asia are the most rewarding things about her assignment. "I didn't travel down the beaten path that all my friends did who went directly to college and are graduating college now," she said. "My road has been a little tougher; I think it will prove more valuable to me once I finish my degree."



Spc. Krysti J. Corbett

Leadership is important to the command and to soldiers, Corbett said. "Good leaders make good soldiers; poor leaders make poor soldiers. I won the respect of my leaders, and they sent me to other boards here."

Corbett received Army Achievement medals as Linguist of the Year in the group and for Soldier of the Year in U.S. Army Japan, and won a bronze medal last year in the Worldwide Language Olympics.

CIC Corps plans Day of Remembrance

Army Counter Intelligence Corps veterans, families and friends and members of the CIC family will observe the 10th Annual Day of Remembrance on Nov. 9. The wreath laying ceremony is 10 a.m. at the Tomb of the Unknowns, Arlington National Cemetery, followed by the memorial program and luncheon at 11 a.m. at Spates Community Hall, Fort Myer, Va. For information, contact Elly Burton, 10313 Forest Ave., Fairfax, VA 22030-3244, (703) 591-3848, e-mail ellyb@erols.com.

Navy joins Asian studies program

The U.S. Navy has come on board as a participant in the open-source exploitation program of the Asian Studies Detachment, a component of the 500th Military Intelligence Group, Camp Zama, Japan. The Office of Naval Intelligence (ONI) and Commander, Naval Forces-Japan

(CNFJ) assigned one indirect hire foreign national position to the detachment to focus on ONI and Commander-in-Chief, Pacific intelligence requirements in exploiting open-source journals and other media.

The U.S. Air Force has had four indirect-hire positions assigned to ASD for many years, focusing on Air Force intelligence requirements.

"We are glad to see this come to fruition," said Lt. Cmdr. Paul Harasty, ONI-2. "ASD has a great reputation throughout the intelligence community as an open-source exploitation center, and we are very excited about the prospects this offers. For us, it is truly a win-win situation, as we will now be able to better respond to CINCPAC issues at little to no additional cost."

Japanese indirect-hire foreign national positions are almost 100 percent funded by the Government of Japan under the Special Measures Agreement negotiated every five years between the two governments. The annual indirect-hire payroll for 77 Japanese personnel at ASD is almost \$4 million.

According to Col. Robert L. Beaver Jr., 500th MI Group commander, the Navy's participation is a natural link-up. "You only have to look at a map to see that PACOM is largely a naval theater," Beaver said. "While ASD has done some reporting on naval issues in the past, we will now have some expertise and focused collection in that area thanks to ONI and CNFJ cooperation. This agreement is an outstanding example of interservice cooperation and organizational efficiency." (By Paul Casey)



Members of the INSCOM Unit Ministry Teams, assembled for an annual training conference in Colorado Springs, Colo., receive greetings from James Dobson, president of Focus on the Family (back row, center), and his wife, Shirley. (Photo by Chaplain (Lt. Col.) Eric Erkkinen)

Ministry teams gather at conference

From across the globe chaplains and chaplain's assistants gathered at Colorado Springs, Colo., for the Annual Unit Ministry Team Training Conference. Col. William Marvin, INSCOM's chief of staff, welcomed the teams on behalf of Brig. Gen. Keith B. Alexander to kick off the weeklong event.

Some highlights of the conference were presentations by Chaplain (COL) James Buckner from the Chief of Chaplains Office; Command Sgt. Maj. Robin Rankin, the regimental command sergeant major; Master Sgt. Robert Johnson of Army Materiel Command Chaplain's Office; and each INSCOM ministry team. An awards presentation was held for the Unit Ministry Team of the Year 2001, the 201st Military Intelligence Battalion, 513th MI Brigade, team of Chaplain (Capt.) John Kallerson and Sgt. Demetrius Simms.

The 40 participants of the conference visited the headquarters of

Focus on the Family, an internationally renowned center for family resources and programs. As the Rev. Alex Person guided the group through the facility, he convinced Dr. James Dobson, founder and president of Focus on the Family, to meet with the chaplains and assistants. Dobson and his wife, Shirley, addressed the INSCOM group and later posed for pictures. The host also provided materials and resources to help unit ministry teams empower families as they face stress in the military. The group also toured the World Prayer Center and the International Bible Society headquarters.

The spiritual focus of the conference prompted one participant to share the following: "One of the very best military chaplain conferences I have ever attended. Why? Balance in programming and scheduling, spiritual, didactic, report briefs. Exceptional and worthy of modeling by other convening UMTs." (By Chaplain (Lt. Col.) Eric Erkkinen) ❄

Legacy of D-Day still seen in today's soldiers

By Sgt. Michael Quinn

533rd MI Battalion

As the tour bus wound its way through the hedgerow-dissected landscape of Normandy, the instructor played a video for the 22 noncommissioned officers of the 66th Military Intelligence Group. Whereas other videos were watched somewhat with interest, this one caused immediate silence and demanded the complete attention of all aboard the bus.

On the television screen was the opening scene of the movie "Saving Private Ryan," and it was at this time that every battle site we had visited returned to our memories. It was as if the NCOs were themselves preparing for battle, a battle within their souls. The bus was, in fact, only a few minutes from sector Dog Green of Omaha Beach, and we realized that everything we had witnessed in Normandy was rushing to an intense climax.

The bus stopped, and the NCOs disembarked onto the windswept beach. As we followed our instructor in silence down to the edge of the ocean, we passed several groups of children playing in the sand. Our first reaction was quiet anger at their disturbance of this almost-holy area, but after a moment of thought we realized that this was how the American soldiers in World War II would have wanted the beach. It was for

these children, and the freedom of all people in the world, that those young soldiers ran headfirst into enemy fire and surmounted all obstacles.

As we stood on the beach and looked up at the hardened enemy positions more than a hundred feet above on the bluffs, we discovered

"It was the spirit, strength, leadership and personal courage of the individual American soldier that prevailed."

Sgt. Michael Quinn, 533rd MI Battalion

what really won the war. It wasn't equipment, strategy, or industry; it was the spirit, strength, leadership and personal courage of the individual American soldier that prevailed. Those soldiers endured almost unimaginable hardships, overcame immense obstacles and watched friends die to give a foreign country the same opportunity for freedom they had. It was on this that I reflected, and as I watched the other NCOs walk across the beach and almost reverently scoop up the sand, I couldn't help but believe that we all felt the same.

Previously in the battle staff ride we had visited important strategic locations from the war. We had learned of the bravery of individuals to

achieve victory, and of American ingenuity to overcome unforeseen obstacles. We listened intently to the history of each site and provided our own visions and thoughts on the actions of those individuals who fought there. We looked at the battles from the American and German points of view and discussed how they apply to current leadership situations.

I believe every NCO came away with a vast amount of knowledge that could be applied to the Army today and that we were all changed in a small but profound way. We walked on Utah Beach and stood above the cliffs of Pointe du Hoc to see where the Ranger companies scaled 120-foot cliffs to confront the unknown above. We climbed into German artillery positions, crossed bridges that were sites of important strategic victories and learned of Allied ingenuity in building a complete port (despite enemy attacks) in only 12 days. We visited museums, saw where Medal of Honor winners fought and moved among the somber, black tombstones of the approximately 20,000 German soldiers buried in Normandy. We talked to elderly men who had fought in the D-Day invasion, and we were surprised at the smiles and waves that greeted us from almost every resident.

All of the prior day's stops were incredibly interesting and moving, but they paled in comparison to the final three stops of the battle staff ride: the



Staff Sgt. Mickey Coley of the 533rd Military Intelligence Battalion, 66th MI Group, points up the Normandy coast to the port of Arromanches-les-bains, which was built by the Allies in 12 days. (Photo by Sgt. Brian Carney)



The view from the top of Pointe du Hoc where Army Rangers overran the German artillery emplacement on D-Day. 66th MI Group NCOs visited the site during a battlefield staff ride. (Photo by Sgt. Brian Carney)

surf of Omaha Beach, the German machine-gun positions that fired down into American soldiers and the cemetery where more than 9,000 Americans who gave their lives in World War II are buried. Standing on the bluffs over Omaha Beach and looking at the unobstructed view the German soldiers had of the entire beach only increased our respect for those American soldiers. It seemed as though each NCO reflected on this as

we walked up a small, winding trail to enter the American cemetery.

It was interesting to see how the American and German cemeteries were almost completely opposite of each other, yet it was somehow appropriate. The German cemetery was dark and quiet, and I felt as if I disturbed the soldiers buried there, almost as if only family belonged. There were only a few small groups of people in the German cemetery,

and as you looked around you wondered how those dead soldiers felt during the war. It seemed to be a monument to respect death.

By comparison, the American cemetery almost seemed to be a testament to life itself. The rows upon rows of immaculate white tombstones, the perfectly landscaped grass and trees, the beautiful small chapel and the bronze monument to the spirit of the American soldier rising from the waves raised my spirits from the sadness of the previous sites we visited. It felt as if the spirit of those soldiers remained in Normandy and shared their happiness with the hundreds of people walking among the graves.

Each person experienced the cemetery in a slightly different way. I noticed this as I searched for the grave of one of the three Congressional Medal of Honor winners buried within the cemetery. Some took pictures of the monuments, some walked reverently among the graves and still others knelt silently with their heads bowed before particular tombstones. Small children ran around the pool of reflection, and elderly veterans spoke to young couples of their experiences in Normandy.

As I walked away from the cemetery and boarded the bus for the final trip to our hotel, I couldn't help but feel honored. Not honored to be chosen to participate in this Battle Staff Ride, but honored to be an American soldier, a noncommissioned officer in the United States Army. Even now, as I type the last words of this article, I feel intense respect and am completely honored to be the recipient of a legacy, the legacy of the American soldier fighting for freedom. ✱

World War II airborne operation reveals challenges of battlefield intelligence



Retired Col. Kenneth E. Hamburger, instructor for a 66th Military Intelligence Group battle staff ride, explains a location from Operation Market-Garden. (Photo by Capt. Michael J. Indovina)

By Capt. Michael J. Indovina
66th MI Group Public Affairs

Here are a few things to keep in mind when participating in a battle staff ride.

The passage of time changes things. It takes a little imagination, visualization, knowledge of the battlefield and the ability to see past modern structures and view the area of operations through the original participants' perspectives.

Thirty soldiers and civilians from the 66th Military Intelligence Group participated a European battle staff ride March 12 to 15, a review of Operation Market-Garden, a battle fought during World War II near Nijmegen, Holland.

Staff rides are designed to provide officer and noncommissioned officer professional development including instructional material, expert historians, battlefield terrain walks and combat leadership workshops.

"The study of war, learning as a professional and providing a form of a thesis review—this is why we conduct battle staff rides," said retired Col. Kenneth E. Hamburger, a historian and instructor with Russian and Eastern European Partnership Inc., a company that organized the Market-Garden program.

The staff rides are a powerful method for commanders to train their leaders in strategy, tactics and leadership. Used extensively by the U.S. Army since the Civil War, they continue to bring out the human factor of battlefield success and failures, said REEP Inc.

Members of the 66th MI Group prepared themselves for the visit by reading a book about the operation, "A Bridge too Far" by Cornelius Ryan.

Operation Market-Garden, a joint Allied operation, was the largest airborne operation conducted in World War II while doctrine still was being

developed. "It proved what airborne forces can accomplish and the amount of terrain these infantrymen can cover in a two- or three-day period," said Hamburger. "It was unbelievable in these days."

The participants walked the routes, saw the drop zones, imagined what it would have been like to attack the key river crossings where the 101st Airborne and 82nd Airborne divisions conducted their missions and gained a perspective of how to analyze the battlefields.

66th MI Group officers and civilians learned that one of the most important factors in battle is intelligence—knowing what capabilities the enemy has on the ground, knowing what the enemy knows and sees and then taking all that information and using it to gain an advantage.

"If you look back and think of what assets the intelligence community has and what we can provide the commander here, at first blush we could have provided him an awful lot of intelligence," said group commander Col. David B. Lacquement. "But it is a very difficult business when you try to use all the combined multinational 'INTs' together to be successful on the battlefield, as we saw 18 months ago in Kosovo."

"The BSR was a once-in-a-lifetime experience," said Capt. Vanessa Hicks-Callaway. "It gave me an opportunity to better appreciate what these soldiers went through." ❄

Survive, evade, resist, escape

Aviation unit members get training in living off the land, serving with honor in captivity

By Sgt. Melinda A. Thompson
513th MI Brigade Public Affairs

Living off the land in enemy territory, avoiding capture and enduring life as prisoners of war were topics for soldiers of the 204th Military Intelligence Battalion during a Survival, Evasion, Resistance and Escape Level B exercise April 2–11 at Fort Bliss, Texas.

The week started with Isaac Camacho, a prisoner of war for almost two years during the Vietnam War who successfully escaped from a camp in Cambodia, giving the soldiers a personal view of why the topics covered during the exercise are important.

“If I hadn’t escaped, I wouldn’t be here talking to you,” he told the class. He said the most difficult thing to deal with while being held captive was not being able to talk to the other Americans in the camp. Camacho kept an eye on what plants his captors ate, and he ate the same things when traveling through enemy lines after his escape.

Soldiers received classroom training on survival medicine, water procurement, employing signaling devices, evasion techniques, physiological and psychological aspects of captivity, interrogation, escape planning, exploitation, resistance to exploitation and legal status of evaders/prisoners of war.

They used the skills they acquired in the classroom during a round-

robin training exercise. They had to set traps and snares, field kill a chicken, build a field expedient shelter, procure water and familiarize themselves with foreign weapons.

The 204th battalion, a unit of the 513th MI Brigade, flies RC-7 reconnaissance aircraft. A Department of Defense directive requires all personnel who are at medium risk of captivity because of the nature of their mission to receive the training, said Chief Warrant Officer Michael B. Semeniuk, the standardization instructor pilot and aviator qualification course commander.

“The most interesting was how to collect water,” said Pfc. Rajaee C. Matthews, image intelligence analyst. “I also didn’t know there would still be a chain of command in the (POW) camp.”

“The easiest part of the exercise was the classes,” said Capt. Joel M. Adams, team leader during the exercise and battalion flight operations officer. “They were full of good information. The hardest part (of the field exercise) was actually getting from point A to point B in the dark. There were many times we had to stop and pick out cactus needles. We also had to use the terrain to mask our movement.”

The material wasn’t new for one soldier. “I’ve been through level C, so this is a refresher for me,” said Chief Warrant Officer Adrian J. Andrews, maintenance officer. “It brought back a lot of stuff I thought I had forgot-



Sgt. Joseph M. Creaney makes a trap for squirrels out of thin wire while undergoing Survival, Evasion, Resistance and Escape training at Fort Bliss, Texas. (Photo by Sgt. Melinda A. Thompson)

ten about being captured and in the camp—how to resist being exploited.”

“The training is important for people who may be exposed to contact with the enemy,” said Master Sgt. Alan G. Johnson, instructor and detachment operations sergeant. “It gives soldiers the tools and information needed to resist, to survive with honor.”

According to Johnson, the code of conduct is the most important part of the class because it is the foundation everything else is based upon.

“The most difficult part of the classroom instruction to teach is the resisting exploitation,” he said. “Our goal is to make them aware they need to have things such as self esteem and faith in themselves, God and country. It’s what gives you strength, and it is how the battle is won.

“They have to have faith in their abilities in a survival situation,” Johnson said. “If they have given up hope and given into despair, the battle is already lost.” ✱

Reserve unit honored for supporting peacekeeping efforts

By Sgt. A.J. Nelson
3421st MI Detachment

Routine work on intelligence products can sometimes turn into something larger.

That's what happened for soldiers of the 3421st Military Intelligence Detachment, 300th Military Police Command, 88th Regional Support Command, who last spring received the National Ground Intelligence Center annual Commander's Cup award for the unit's support to United Nations troops during the East Timor crisis in 1999.

Three members of the Bloomington, Ind., reserve unit volunteered to deploy in rotation to the Joint Intelligence Center-Pacific (JICPAC) headquarters on Oahu, Hawaii, and two went to NGIC, in Charlottesville, Va., for almost five months before and after the 2,300-member United Nations Task Force-East Timor deployed in September 1999.

"We were kind of thrown together and did it all," said Master Sgt. Robert McNabb, chief intelligence sergeant for the 3421st. "You get very close very quickly."

Members of the U.N. task force, Operation Stabilize, included Australian, United Kingdom and New Zealand troops. This was Australia's first deployment of military forces since the Vietnam War.

Civil unrest on East Timor, a part of Indonesia, resulted after the island's inhabitants voted to proclaim their independence. Pro-Indonesian militia groups were blamed for burning nearly 70 percent of the homes and buildings on the island, displacing nearly three-quarters of the population. Thousands, including three U.N. relief workers, were killed.

McNabb, who went to NGIC with unit commander Lt. Col. Richard Haseman, consulted regularly with his Australian army counterparts and updated intelligence material as the situation changed from day to day.

"A lot of times, they (the Australians) would call and say, 'This is our take, what's your take on it?'" he said.

Two members of the unit, Capt. Daryl McCormick and Staff Sgt. David Kalina, actually deployed to JICPAC more than two months before the East Timor crisis -to work on the Kargil crisis, an ongoing border dispute between India and Pakistan over the Kashmir region.

McCormick said the East Timor operation, which included daily briefings by him on closed-circuit television at JICPAC and helping to maintain a database of war crime activity for possible later use by U.N. officials, involved far more detail than he had experienced. "Even at our high level, our attention went down to pretty small detail, much

more than we would have for a conventional operation," he said.

Unit members know that work in the intelligence community is more than a 9-to-5 job, requiring them to be up at various hours around the clock. "It was never more than 24 hours a day," joked McNabb. "They're normally 12-hour shifts, but once the crisis starts, because of international timelines, everyone is literally wanting answers yesterday."

Work to produce the latest intelligence often involves a mixture of background research and keeping an eye on television news services for the latest events.

"(From the news) people know what the flash points are in the world," said Kalina. "You're either doing research to keep up with what's going on in the region or analyzing the information that you're getting."

Unit members agreed that supporting the East Timor crisis gave them invaluable experience and put them in touch with other members of the intelligence community that they might not have gotten to know during a regular production phase. "We now know a face to go with a name," said Kalina. "I know who the experts are . . . and who to ask."

"The idea that you're actually supporting warfighters, that's the sort of thing you want to do," said McNabb. "You're there to do a job, and you see the results of your work." ❄

Intel group goes the distance supporting emergency fund

By Sgt. Andre Butler
116th MI Group Public Affairs

Anually, units throughout the military choose specific ways to support the Army Emergency Relief Campaign, and the 206th Military Intelligence Battalion, 116th MI Group, took a unique route to raise money for AER, which helps soldiers and their families during emergencies. The battalion sponsored a 24-hour walk or run competition May 4 at Fort Gordon, Ga.

Warfighters from units throughout post put together teams to compete. Thirteen teams were represented during the day and night ordeal, said Lt. Col. Robert Ashley, battalion commander.

"Soldiers from Company D, 201st Military Intelligence Battalion, the 249th General Hospital as well as a combined team of sailors and warfighters from the 116th Military Intelligence Group were only a few of the participants representing their units during the event," he added.

The 206th also welcomed family members who wanted to be team members or otherwise come out and support their spouses.

"This particular fund-raiser was primarily developed to raise money for the campaign, which is a good cause, but we wanted to do something that family members could get involved in and enjoy," Ashley said. "This was a day to spend with loved

ones while doing something to promote team building and togetherness within the units."

The road to what would prove to be a closely run competition got underway at 9 a.m. as one person from each team began his or her journey. With a bright sun above, participants embarked on distances that most of them had not previously reached.

For some, this was a test to prove they had what it took to endure the hours to come.

"I wanted to use this as a self diagnosis," said Spc. Seth Gilbert, a legal specialist for Headquarters and Headquarters Detachment, 116th MI Group. "I've been running 10 miles a day, which takes anywhere from 75 to 90 minutes. But I needed this two-hour block, which most of my teammates ran, to see where I was in my training."

At the end of the event, after several blocks of time, he had run 26 miles. Gilbert was among the top performers of the day; two others had gone 28 miles—Sgt. Sarah Worthen from the 249th General Hospital and George Wakely of the Fort Gordon Naval Security Activity.

Organizing the event took a lot of patience and time. And now, one person especially knows the ropes to making such an event happen.

Sonia Brown, the secretary for the 206th, was given the lead on this project. "There was a lot of work that went in to making this a success," she



One runner from each team starts the 24-hour walk or run competition, a fund-raiser for the Army Emergency Relief Campaign. (Photo by William Liner)

said. "We had to make sure that everyone and everything was in place at least two months before this fund-raiser kicked off."

From the safety measures that were in place to making sure the lights remained on overnight, Brown headed the entire operation, with help and ideas from others.

"There was a lot involved with the process," she said. "But once things started rolling, the rest fell into place."

When the next morning began, the hard work had paid off. "It was wonderful," said Brown. "When you dedicate your time to events such as this, and you hear people saying good things about it, that lets you know it was worthwhile."

At the end of the day, the unit had raised \$1,286. Overall, the 206th contributed \$7,000 to this year's AER campaign. ✱

In the swing

Racquetball player reaches All-Army team,
plays in national tournament

By **Sgt. Melinda A. Thompson**
513th MI Brigade Public Affairs

A military intelligence soldier made the All-Army Racquetball Team, placed in the Inter-Service tournament and was one of 32 players to compete at the U.S. National Singles Racquetball Tournament May 22 to 31 in Houston, Texas.

Michael S. Sharpe, first sergeant of Company D, 202nd Military Intelligence Battalion, 513th MI Group at Fort Gordon, Ga., has been selected for three years in a row to compete at the All-Army level. In 1999, he came in fourth in the seniors division (35

*“You have to really
plan your shots, find the
chink in their armor
and attack.”*

Michael S. Sharpe, All-Army racquetball player

to 40 years old), and in 2000, he was unable to compete due to mission requirements.

This year, however, he placed second and made the All-Army team. He then won third place at the Inter-Service tournament. Because he

made the Army team, he qualified to compete at the U.S. national championships, where he was eliminated in the round of 32. “It’s been quite an experience,” said Sharpe, “one I’ll never forget.”

In addition to plaques and trophies, once he made the All-Army team, he got a full warm-up suit, pullovers, T-shirts, socks, hat, gym bag and shorts. His lodging and his entry fees also were paid.

One thing Sharpe wasn’t handed was his competitive spirit. He gets that from his mom. “My mother was a state tennis champion for Georgia; she taught me how to play tennis,” he explained. Sharpe began playing racquetball in 1982, when he was stationed with the 513th at Fort Monmouth, N.J.

“I tried it because it was too cold to play tennis,” he said. “I liked it because I could always find someone to play with. But I didn’t get hooked until I won my first tournament.”

With both racquetball and tennis you have a ball and a racquet, but the games are very different, according to Sharpe. “The most difficult part of learning to play racquetball compared to tennis is the ball bounces differently,” he explained. “You have to learn how the ball bounces. With tennis you can slice (spin) the ball,



Michael S. Sharpe, a member of the All-Army Racquetball Team, practices his serve. (Photo by Sgt. Melinda A. Thompson)

but you don’t want to do that in racquetball. Racquetball is a lot faster paced than tennis.”

The ball bouncing isn’t the only thing that is tough. “The mental part is one of the most difficult parts of playing,” said Sharpe. “You have to find your opponent’s weakness and exploit it. The one who wins isn’t always the one who hits the hardest, but the player with the best mental plan. You have to really plan your shots, find the chink in their armor and attack.” ✱

A winner with fist and feet

Soldier gathers gold in Army tae kwon do event

By Staff Sgt. Janis Levonitis
115th MI Group Public Affairs

A 409th Military Intelligence Company soldier punched and kicked her way to a gold medal at the All-Army Female Tae Kwon Do Team tryouts.

At 5 feet, 6 inches and weighing 126 pounds, Spc. Robyn Shute, a 20-year-old Vietnamese linguist, sparred and broke bricks and boards with fist and feet to win the gold during tryouts March 26 to April 17 in Pennsylvania.

Although Shute took the gold, the Army could send only 12 out of 28 soldiers to the national competition because of funding. Shute was not able to attend the nationals.

Her interest in martial arts began at age 13. "One of my ninth-grade teachers was involved in tae kwon do. When he got his first-degree black belt he started giving classes. I went and really liked it," she said.

Shute said tae kwon do is a good sport for women. "A female's center of gravity allows for more flexibility and higher kicks, whereas karate is more geared towards upper body strength. Plus tae kwon do is more showy," she said with a smile.

When Shute arrived at Schofield Barracks, Hawaii, to join the 732nd Military Intelligence Battalion, 115th MI Group, she looked for a martial arts school to continue training.

"I started to attend the Hawaii Tae Kwon Do Academy in Pearl City. My



Spc. Robyn Shute, winner of a gold medal in the All-Army Female Tae Kwon Do Team tryouts, breaks a board with her foot during a demonstration for elementary schoolchildren. (Photo by Staff Sgt. Janis Levonitis)

instructor, retired Sgt. 1st Class Barton Gonzales, a fifth-degree black belt, started pushing me to train for the All-Army Tae Kwon Do Team," she said.

"When I joined the Army, I wanted to advance my career, and I like tae kwon do, so I thought it would be a great opportunity for me to do so. When I started the academy Gonzales pushed me, or should I say 'dogged me,' into putting in my entry packet."

Gonzales helped her put her packet together and asked daily if she had submitted the packet yet.

In addition to her support and training from the Hawaii Tae Kwon Do Academy, Shute said she could not have come this far without the unlimited support of her command.

"My commander, Capt. Randy Jones, fought for me to go. Both

Capt. Jones and 1st Sgt. Thomas McMillan have been very supportive," Shute said.

"Shute is a highly energetic and motivated soldier," said Jones. "We are proud of what she has accomplished and what she will accomplish. She will continue to have support from her unit and friends in all her endeavors."

Shute and other tae kwon do academy students use their skills as martial artists to set the example of a drug-free life by visiting local schools and providing demonstrations.

"We want to show young minds that there are better things to do in their free time than use drugs. Life can be exciting and challenging without the use of chemicals," she said. ✱

Army News Overwatch

Thrift savings plan begins

Service members can sign up for the Thrift Savings Plan beginning Oct. 9, 2001. The TSP is a retirement and investment plan that has been available to civilian government workers since 1987. Congress extended the plan to include service members in 2000.

"It's in addition to your regular retirement," said Army Lt. Col. Tom Emswiler, a tax expert with the Department of Defense's Office of Military Compensation. "It's an optional program."

This year's open season for signing up will run from Oct. 9 to Dec. 8. Deductions start in January 2002. In 2002, service members can contribute up to 7 percent of their basic pay. The maximum amount service members can contribute from basic pay will change. The current limit of 7 percent of basic pay will rise to 10 percent by 2005 and become unlimited in 2006.

Like civilian employees in the program, service members must choose how they want their money invested. There are five funds to choose from. The funds run the gamut of safe—the G Fund invests in special government bonds—to riskier investments—the C Fund tied to the stock market. There is also an F Fund for investing in commercial bonds. S Fund investments go to a stock index fund that paces small businesses, and the I Fund tracks international companies.

Unlike civilians, who cannot make lump-sum payments into the program, service members may contribute all or a percentage of any special pay, incentive pay or bonus pay they receive.

The total amount generally cannot exceed \$10,500 for the year. Contributions from pay earned in a combat zone do not count against the \$10,500 ceiling; they are limited to 25 percent of pay or \$35,000, whichever is less.

Service members will be able to start, change or reallocate their TSP contributions during two open seasons held each year. These are November to January and May to July.

Contributions to the plan come from "pre-tax" dollars. Service members pay no federal or state income taxes on contributions or earnings until they're withdrawn.

The services will have teams visiting members to explain the program. Until then, see the thrift plan's uniformed services page at <http://www.tsp.gov/uniserv/index.html> for more information. (*American Forces Press Service*)

Leadership management program scheduled

Oct. 9 is the next deadline to apply for the Sustaining Base and Leadership Management program offered by the Army Management Staff College at Fort Belvoir, Va. The 12-week resident course is specifically designed to educate the civilian and military personnel who will become

the future leaders of the Army's sustaining base.

The sustaining base consists of those agencies and programs that train soldiers, prepare them for operations, get them to the operation, sustain them during the operation and return them home. The sustaining base also includes the programs aimed at the well being of soldiers and their families, to provide them a quality of life equal to or better than that the soldier is pledged to defend.

Research on SBLM graduates has shown that they have been promoted more than twice as often as non-SBLM graduates. Supervisors of SBLM graduates report that their employees return to their jobs with the ability to handle increased responsibility, the potential to move into senior leadership positions and increased value to the organization.

Civilians in general service grades 12–14 (GS-11s and -15s may apply by exception) apply on-line. Officers in grades O-4 and O-5 can request attendance through their branch managers. On-line applications must be approved by supervisors and reach headquarters, Department of the Army, by Oct. 9. For more information or to begin the application process, log on to <http://www.amsc.belvoir.army.mil>. (*Army Management Staff College*)

Travel system requires coach class

The INSCOM inspector general is calling attention to changes in the travel system regarding "premium" classes of air travel. Members or dependents who use commercial air carriers on official business must use coach-class accommodations, with some exceptions.

The Joint Federal Travel Regulation identifies nine instances where premium-class accommodations could be justified. Paragraph 4325 addresses the issues of scheduling the travel and rest stops. For example, use of premium-class travel for flights longer than 14-hours is authorized so an individual who receives a directive to be at an OCONUS location with short advanced notice and is expected to go directly to work can have an adequate opportunity to get some rest en route. The idea is that upon arrival, the traveler will check into the hotel, freshen up and immediately go to work. Premium-class travel will not be authorized if the traveler will have a rest stop en route or have an adequate opportunity due to advanced notification so that he can fly in one day prior and obtain adequate rest before going to work.

Members should determine travel requirements in sufficient time to use coach-class accommodations. Additionally, the authorization for all premium-class accommodations use should be made in advance of the travel unless extenuating/emergency circumstances make authorization impossible.

For flights on the way back to home station there is no expediency required of the traveler to be there at some specific time. Therefore, premium class is not authorized on the way back to the

home station, even if the flight is more than 14-hours, because there is no need. Coach-class is appropriate.

For more assistance, contact the INSCOM IG office through the link on the Web site, <http://www.inscom.army.mil>. (Excerpted from an article by Lt. Col. Thomas R. Askins, Department of the Army Office of the Inspector General)

Go online to meet Europe sponsor

Soldiers with orders to U.S. Army, Europe, can now go online to "meet" their sponsor, get information about concurrent travel for their family members and learn their assignment locations.

The Sponsorship Gateway to Europe, or S-GATE, is a Web-based sponsorship program hosted by the 1st Personnel Command. It allows soldiers moving to USAREUR to access sponsor information via the Internet.

Inbound personnel can enter the site by going to www.1perscom.army.mil and clicking on S-GATE. After entering their Social Security number, birth date and primary military occupational specialty, soldiers will see a welcome letter that contains information about their sponsor.

"They can complete a Needs Assessment Checklist which allows them to request specific information, and e-mail this list, along with any other questions they may have, directly back to the sponsor," said Walter Erzar, 1st PERSCOM S-GATE program manager. "There is also a lot of information about the soldier's unit and community, child care, family member employment opportunities and housing."

In addition, soldiers also have access to the USAREUR Driver's Man-

ual so they will be ready to get their driver's license when they arrive.

"Incoming soldiers like getting their sponsors early," Erzar said. "They also like the one-stop Web site to get access to a lot of information." (USAREUR Command Information Office)

DoD announces blood donor criteria

The Department of Defense has announced new blood donor criteria. "To ensure the health and safety of servicemembers and their families, we are adopting additional precautionary measures against the very small theoretical risk of the human form of 'mad cow' disease," said Dr. J. Jarrett Clinton, acting assistant secretary of defense for health affair.

Effective Sept. 14, the DoD criteria restricts from donating (1) anyone who has traveled or resided in the United Kingdom from 1980 through 1996 for a cumulative period of three months or more; (2) DoD-affiliated persons who have been stationed in Europe from 1980 through 1996 for a cumulative period of six months or more; (3) others who have traveled or resided in Europe from 1980 to present for a cumulative period of five years (applies to DoD personnel on or after Jan. 1, 1997); (4) anyone who has received a transfusion in the United Kingdom since 1980; and (5) anyone who has received bovine insulin produced in the United Kingdom since 1980.

This precautionary restriction will disqualify an estimated 18 percent of active-duty personnel, not all of whom are donors. DoD will maintain its blood supply by increasing recruitment efforts to replace the restricted donors from the remaining pool of those eligible. (Department of Defense news release) ❄

PLANS

UNIVERSITY OF FLORIDA
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USFK and
8th U.S. Army



500th Military Intelligence Group

501st Military Intelligence Brigade



USARPAC

115th Military Intelligence Group